

ACQUISITION AND PROJECT MANAGEMENT GLOSSARY OF TERMS HANDBOOK



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INITIATED BY:
Office of Management

FOREWORD

This handbook was developed by the Department of Energy (DOE) Office of Acquisition and Project Management (APM) for use on DOE projects by Federal Project Directors (FPD) and industry contractors. It provides suggested definitions of terms commonly used in DOE projects to ensure consistent use of terms in DOE project documents.

This handbook is not a requirements document and should not be construed as a requirement. It is intended to provide a consistent approach based on best practices to support the development of effective project documentation.

This handbook is intended to be a living document. Comments (recommendations, additions or deletions) and pertinent data which may be of use in improving this document should be forwarded to: The Department of Energy, Office of Acquisition and Project Management (APM), Attention: MA-63, 1000 Independence Ave. SW, Washington, DC, 20585.

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1. PM GLOSSARY HANDBOOK INTRODUCTION

1.1 PURPOSE

The DOE Office of Acquisition and Project Management (APM) realizes that there is confusion in the DOE project management (PM) and contract administration (CA) communities regarding the meaning of certain terms and concepts. This glossary will provide a single-source reference for PM/CA terms used in any DOE document, such as directives, rules, policies and standards, to ensure consistency in their definition and use. Its primary means of publishing will be by posting on the DOE Project Management web page.

1.2 INTENDED USE

Federal Project Directors, Contracting Officers, Contracting Officer's Technical Representatives, Integrated Project Team Members, and others involved in the management and implementation of DOE projects and contracts should refer to the Glossary as part of developing, reviewing, and using project and contract documents to ensure consistency of TERM and ACRONYM usage. It is intended to be used as a "best practices" guide rather than as a mandatory directive. As appropriate, confusing or incorrect terms will be corrected in future document revisions.

During contract administration, when the contract provides a definition for a contract term and/or condition, the definition in the contract shall apply. Any inconsistency in the definitions within the contract shall be resolved by giving precedence in the following order: the contract schedule (Sections A through H, or equivalents, but excludes Section C – the specifications); other documents, exhibits, and attachments (Section J, or equivalent); and finally the specifications (Section C, or equivalent). To clarify this order of precedence, the Contracting Officer will ensure the contract clause 52.215-8, Order of Precedence – Uniform Contract Format, or a similar clause is in the solicitation and contract.

1.3 STRUCTURE OF GLOSSARY

The PM Glossary provides definitions of terms, acronyms and abbreviations used in current DOE orders and guides. The source of these definitions is generally orders and guides with other references external to DOE used to clarify or expound upon the definition. In some cases there are more than one definition included to provide additional context to usage, especially when a specific order or guide has interpreted a definition for its own purpose. The PM Glossary uses the following hierarchy, where appropriate, for definitions in order of importance: [Note: During contract administration see second paragraph in Section 1.2 above.]

1. Federal Acquisition Regulation (FAR) 48 CFR 1;
2. DOE Acquisition Regulation (DEAR) 48 CFR 9 and related DOE Acquisition Guide to include Acquisition Letters;
3. DOE Order 413.3B
4. Other DOE Orders
5. DOE Guides in the 413.3 series

6. Other DOE Guides
7. GAO Documents
8. OMB Circulars
9. PMCDP course materials (glossary)
10. Commercial or Other Government Agency [including the Department of Defense (DoD)] references (recommended best practices)
11. Office of Acquisition and Project Management (OAPM/APM) proposed new terms for clarification purposes.

The PM Glossary includes accepted abbreviations and acronyms for the defined terms and a reference to the source of the term definition. A separate section of the glossary has supplementary information graphics, diagrams, etc. that may be useful in furthering the understanding of the glossary terms. Many other technical terms used, especially those related to environmental, safety and health analyses, nuclear safety, etc., that are not strictly PM or CA terms, are not included here, unless used in common PM or CA documents. In the definitions column, terms in *italics* are defined in the glossary. The Notes/Comments column shows items such as suggested changes, conflicts, and duplicate acronyms. Sources for the definitions are provided in parentheses—(source) with the definition.

2. GLOSSARY OF ACQUISITION AND PROJECT MANAGEMENT TERMS

#	Term	Acronym	Definition(s)	Notes / Comments
			A	
1.	Acceptance Testing		The process of exercising or evaluating a system or system component by manual or automated means to ensure that it satisfies the specified requirements and to identify differences between expected and actual results in the operating environment. (ASME NQA-1-2008 with the NQA-1a-2009 addenda – from DOE O 414.1D)	
2.	Acquisition		The acquiring by contract with appropriated funds of supplies or services (including construction) by and for the use of the Federal Government through purchase or lease, whether the supplies or services are already in existence or must be created, developed, demonstrated, and evaluated. Acquisition begins at the point when agency needs are established and includes the description of requirements to satisfy agency needs, solicitation and selection of sources, award of contracts, contract financing, contract performance, contract administration, and those technical and management functions directly related to the process of fulfilling agency needs by contract. (FAR 2.101)	
3.	Acquisition Executive	AE	The individual designated by the Secretary of Energy to integrate and unify the management system for a program portfolio of projects and implement prescribed policies and practices. (DOE O 413.3B)	
4.	Acquisition Guide (DOE Acquisition Guide)	AG	Identifies relevant internal standard operating procedures to be followed by both procurement and program personnel who are involved in various aspects of the acquisition process. The Guide also is intended to be a repository of best practices found throughout the agency that reflect specific illustrations of techniques which might be helpful to all readers. Additionally, the Guide includes subject matter that was issued previously through other media, such as Acquisition Letters. The Acquisition Guide consists of chapters that correspond to the DEAR and FAR Parts, and includes the following types of material: <ul style="list-style-type: none"> • Standard Operating Procedures - for procurement and program personnel to follow in performing various acquisition functions. • Guiding Principles - essential objectives that, when satisfied, provide a measure of the effectiveness and efficiency of procurement systems. • Best Practices - practical techniques to be followed 	

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#	Term	Acronym	Definition(s)	Notes / Comments
			<p>by program and procurement offices.</p> <ul style="list-style-type: none"> Samples - forms and other useful documentation. (DOE Acquisition Guide Website) 	
5.	Acquisition Management System	AMS	A systematic method to acquire and deliver a product or capability in response to a program mission or business need; includes facility construction, infrastructure repairs or modifications, systems, production capability, remediate land, closed site, disposal effort, software development, information technology, a space system, research capability, and other assets. (DOE G 413.3-21) See Figures 3-1 and 3-2.	
6.	Acquisition Plan	AP	The document that facilitates attainment of the <i>acquisition</i> objectives. The plan must identify: those milestones at which decisions should be made; all the technical, business, management; and other significant considerations that will control the acquisition including, but not limited to, market research, competition, contract type, source selection procedures and socio-economic considerations. An acquisition plan is developed in accordance with FAR Subpart 7.1, DEAR, and related Department of Energy guidance. The plan details procurement strategies and supporting assumptions. (DOE O 413.3B and DOE AG)	
7.	Acquisition Planning		The process by which the efforts of all personnel responsible for an <i>acquisition</i> (or acquisitions/contracts) are coordinated and integrated through a comprehensive plan for fulfilling the agency need in a timely manner and at a reasonable cost. It includes developing the overall strategy for managing the acquisition. (FAR 2.101, G 413.3-13 modified) See Figures 3-1 and 3-2.	
8.	Acquisition Program or Project		<i>Acquisition</i> of a capital assets, equal to or greater than \$5 million (or the congressionally established limit for General Plant Projects) , regardless of the funding source, that deliver a product or capability, with a specified beginning and end, stated cost, and expected performance objectives (scope). They are directed with the purpose of providing a useful material capability in response to a validated mission or business need. (G 413.3-13 modified) See Figures 3-1 and 3-2.	
9.	Acquisition Strategy	AS	A high-level business and technical management approach designed to achieve project objectives within specified resource constraints with recognition of key project risks and the strategies identified to handle those risks. It is the framework for planning, organizing, staffing, controlling, and leading a project. It provides a master schedule for activities essential for	

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#	Term	Acronym	Definition(s)	Notes / Comments
			project success, and for formulating functional strategies and plans. (DOE O 413.3B)	
10.	Acquisition Strategy Funding		Consists of two strategies for funding <i>acquisition strategy</i> programs: "single-step" and "evolutionary." Under single-step, acquisition funding is provided all at one time; "evolutionary" involves incremental steps to reach full funding capacity. (PMCDP Glossary)	
11.	Acquisition Streamlining		Any effort that results in more efficient and effective use of resources to design and develop, or produce quality systems, which meet stated performance requirements. This includes ensuring that necessary and cost-effective requirements are included, at the most appropriate time in the <i>acquisition</i> cycle, in solicitations and resulting contracts for the design, development, and production of new systems, or for modifications to existing systems that involve redesign of systems or subsystems. (FAR 7.101)	
12.	Activity		An element of work performed during the course of a project. It normally has an expected <i>duration</i> , an expected <i>cost</i> , and expected <i>resource</i> requirement. (DOE G 413.3-7A)	
13.	Activity Code		Code assigned to specific actions to be performed to produce project deliverables. (EFCOG)	
14.	Activity Costs Estimates		Estimates that determine the expected monetary costs of a particular project activity. (PMCDP Glossary)	
15.	Activity Duration Estimates		<i>Estimates</i> that determine the expected time it will take to complete a particular <i>project</i> activity. (PMCDP Glossary)	
16.	Activity-based Costing	ABC	A method to ensure that the <i>budgeted</i> amounts in an account truly represent all the <i>resources</i> consumed by the activity or item represented in the account. Cost estimating in which the project is divided into activities and an estimate is prepared for each activity. Also used with detailed, unit cost, or activity-based cost estimating. (DOE G 413.3-21)	
17.	Actual Costs	AC	1. Except for FAR Subpart 31.6, the amounts determined on the basis of costs incurred, as distinguished from forecasted costs. Per the FAR, the amounts include both allowable costs and unallowable costs. The Government does not reimburse contracts for unallowable costs. <i>Actual costs</i> include standard costs properly adjusted for applicable variances. (FAR 31.001) 2. The <i>costs</i> incurred and recorded in accomplishing work performed, or the procurement of materials, equipment or services; also referred to as Actual Cost of Work Performed (ACWP). (DOE G 413.3-10A / ANSI/EIA 748C Current Version) See Figure 3-3.	

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#	Term	Acronym	Definition(s)	Notes / Comments
18.	Actual Cost of Work Performed	ACWP	The <i>costs</i> actually incurred and recorded in accomplishing work performed; also referred to as Actual Cost (AC). (DOE G 413.3-10A/ANSI/EIA 748 Current Version) See Figure 3-3.	
19.	Administrative Controls		<p>1. Provisions relating to organization and management, procedures, recordkeeping, assessment, and reporting necessary to ensure safe operation of a facility. [10 CFR 830.3]</p> <p>2. With respect to nuclear facilities administrative controls means the section of the Technical Safety Requirements (TSRs) containing provisions for safe operation of a facility including (1) requirements for reporting violations of TSRs, (2) staffing requirements important to safe operations, and (3) commitments to the safety management programs and procedures identified in the Safety Analysis Report as necessary elements of the facility safety basis provisions. [DOE G 450.4-1B]</p>	
20.	Allowance		An amount included in a base cost estimate to cover known but undefined requirements for a control account, work package, or planning package. (DOE G 413.3-21)	
21.	Alterations		<p>1. Remodeling, improving, extending or making other changes to a facility, exclusive of maintenance repairs that are preventive in nature. The term includes planning, engineering, architectural work and other similar actions. (41CFR 102-71)</p> <p>2. Adjustments to interior arrangements or other physical characteristics of an existing facility so that it may be more effectively adapted to or used for its designated purpose. Alterations do not result in betterment to a facility. Examples of alterations are as follows.</p> <ul style="list-style-type: none"> • Removal or installation of interior walls for purposes of rearranging the layout of an office building, and incidental heating and ventilation ducting system. • Modifications that do not significantly extend the capacity of the system. • Construction of a door or passage through an interior structural wall. • Installation of new lighting fixtures that do not significantly increase the lumens emitted but may result in energy or maintenance savings. <p>(DOE O 430.1B, DOE Financial Management Handbook, Ch 10)</p>	
22.	Alternatives		A choice between two or more approaches to satisfying a requirement, e.g. alternatives <i>analyses</i> for selection of	

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#	Term	Acronym	Definition(s)	Notes / Comments
			a preferred project approach. (derived from PMCDP Glossary and DOE O 413.3B)	
23.	Alternate Financing	AF	A process whereby DOE and its operational elements obtain the use of privately-developed capital assets through a lease. AF may be used by the DOE itself, or by DOE Management and Operations (“M&O”) contractors with the prior approval of the DOE, to obtain the use real property assets as appropriate. (DOE G 430 1-7, Alternative Financing Guide)	
24.	Analogous Estimating		A technique used to estimate the costs, effort or duration of a project/activity through the use of historical information from previously performed projects/activities that are similar in nature. (PMCDP Glossary and adapted from DOE G 413.3-21)	
25.	Analysis		The separation of a whole (project) into parts; examination of a complex entity, its elements, and their relationships; a statement of such analysis. The use of methods and techniques of arranging data to: (a) assist in determining what additional data are required; (b) establish consistency, validity, and logic; (c) establish necessary and sufficient events for causes; and (d) guide and support inferences and judgments. (DOE G 413.3-21 and DOE G 225.1A-1)	
26.	Anchoring		1. A cognitive bias that takes the first possible number as the answer to a question and applies it as the foundational, best case probability of occurrence. 2. As applied to forecasting, planning, estimating in management: anchoring is a starting point, preliminary plan, or a first number, that is based on easily available evidence, emphasizes the positive, supports a best-case scenario, that inevitably weighs down – or anchors – all future estimates, contingencies, planning schedules for that particular initiative, project, or program. When left unchecked, or most often unnoticed, the compounded effects of anchoring lead to managers underestimating costs, schedule times, risks, of planned decisions and overestimating the benefits of those same decisions. (EFCOG, Cost Estimating Subgroup)	Proposed term by EFCOG, Cost Estimating Subgroup, based on review of GAO-13-686R and GAO-14-231 on DOE cost estimating.
27.	Anchoring and Adjustment		Psychological heuristic that influences the way people intuitively assess probabilities. According to this heuristic, people start with an implicitly suggested reference point (the “anchor” – see definition above) and make adjustments to it to reach their estimate. A person begins with a first approximation (anchor) and then makes incremental adjustments based on additional information. These adjustments are usually insufficient giving the initial anchor a great deal of influence over future assessments. (EFCOG, Cost	Proposed term by EFCOG, Cost Estimating Subgroup, based on review of GAO-13-686R and GAO-14-231 on DOE cost estimating.

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#	Term	Acronym	Definition(s)	Notes / Comments
			Estimating Subgroup)	
28.	Annual Utilization Survey		Annual review to determine how well the real property assets are being put to use. The survey content must address the standard specified in Federal Property Management Regulations § 102-75.6, Standards. (DOE O 430.1B)	
29.	Appropriations		Budget authority that permits Government officials to incur obligations that result in immediate or future outlays of Government funds. May be Regular Annual Appropriations or Advance Appropriations (OMB A-11)	
30.	Approval Authority		The duly designated person or position to make an approval decision. When used to describe a person, the person having approval authority, i.e., the approving official. Approval authority may be designated in a variety of ways such as through the DOE and NNSA FRAMs, in a DOE Notice, Order or Manual, or by delegation letter. (As used in DOE M 251.1 1B) (DOE O 410.1)	
31.	Architect/ Engineer	A/E or A-E	Firm or organization that designs buildings, structures, systems, etc. A professional organization providing architectural and engineering services including research, planning, development, design, construction, alteration, or repair of real property; services include studies, investigations, surveying and mapping, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans and specifications, value engineering, construction phase services, soils engineering, drawing reviews, preparation of operating and maintenance manuals, and other related services. (Developed from FAR A-E Services)	
32.	Architect-Engineer Services		May consist of: a. Professional services of an architectural or engineering nature, as defined by State law, if applicable, that are required to be performed or approved by a person licensed, registered, or certified to provide such services; b. Professional services of an architectural or engineering nature performed by contract that are associated with research, planning, development, design, construction, alteration, or repair of real property; and c. Those other professional services of an architectural or engineering nature, or incidental services, which members of the architectural and engineering professions (and individuals in their employ) may logically or justifiably perform,	

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			including studies, investigations, surveying and mapping, tests, evaluations, consultations, comprehensive planning, program management, conceptual designs, plans and specifications, value engineering, construction phase services, soils engineering, drawing reviews, preparation of operating and maintenance manuals, and other related services. (40 U.S. Code § 1102: FAR 2.101)	
33.	Assets		Tangible or intangible items owned by the Federal Government which would have probable economic benefits that can be obtained or controlled by a Federal entity (adapted from SFFAS No. 6, Elements of Financial Statements, and Kohler's Dictionary for Accounting). (OMB A-11)	
34.	Assumption		Factors used for planning purposes that are considered true, real or certain. Assumptions affect all aspects of the planning process and of the progression of the project activities. (Generally, the assumptions will contain an element of risk.) (DOE G 413.3-7A)	
35.	Authorization Act		A statute that provides authority for a program or project to exist and establishes or continues the operation of a federal program or agency, either indefinitely or for a specified period of time. An authorization act may suggest a level of budget authority needed to fund the program or agency, which then is provided in a future appropriation act. (PMCDP Glossary)	
36.	Authorization Committee		A Congressional committee tasked with authorizing the establishment, continuation, or modifying an agency or program for a fixed or indefinite period of time. Authorization committees may also set forth the duties and functions of an agency or program, its organizational structure, and the responsibilities of agency or program officials. (PMCDP Glossary)	
37.	Authorized Unpriced Work	AUW	Work that the customer has authorized to be performed, but for which a formal proposal has not been negotiated. When the contracting officer formally authorizes the contractor to proceed with not yet negotiated work, a not-to-exceed (NTE) value is often established. The NTE is strictly a funding limit, and a contractor is required to observe the limit as the not yet negotiated work is underway. The full estimate associated with the authorized but not yet negotiated work is reflected as AUW. The budget for the work associated with the NTE may be distributed to control accounts, but the remainder must reside in UB until negotiations are complete and the contract modification is issued. Some common terminology associated with	

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			AUW includes: Change orders (or Unilateral Modifications); Not-To-Exceed which relates to ceiling language within a change order; Undefined change orders which is the “status” prior to negotiations; and Definitization which is the conversion of a change order to a bilateral modification. The Total Allocated Budget (TAB) will be equal to, the Negotiated Contract Cost/Price (NCC) plus the value of all Authorized Unpriced Work (AUW), when there are no Over Target Baselines (OTBs). (Clarification to DOE G 413.3-20). See Figures 3-4A and 3-4D.	
38.	Avoid (Avoidance, Risk Avoidance)		A <i>risk handling strategy</i> in which project activities are planned in such a way as to eliminate the potential threat. (modified from DOE G 413.3-7A)	
			B	
39.	Backward Pass		The calculation of late finish times and late start times for the uncompleted portions of all project schedule network activities. The backward pass is part of the critical path method used to calculate slack/float, and begins with the last node in the project schedule network diagram and logically works backward towards the start node. It is paired with a forward pass to determine activity and project float, the number of paths through a project schedule network, the length of time needed to complete each of the paths, and the project’s critical path(s). (PMCDP Glossary)	
40.	Baseline (Project Baseline)		A quantitative definition of cost, schedule and technical performance (scope) that serves as a base or standard for measurement and control during the performance of an effort; the established plan against which the status of resources and the effort of the overall program, field program(s), project(s), task(s), or subtask(s) are measured, assessed and controlled. Once established, baselines are subject to change control discipline. (DOE O 413.3B)	<u>Note:</u> The term baseline should specify Performance Measurement Baseline (PMB) (contractor) or Performance Baseline (PB - TPC) which includes fee/profit and contingency. See PMB and PB definitions.
41.	Baseline Change Proposal	BCP	<p>1. A BCP represents a change to one or more of the elements of a project’s Performance Baseline (PB): Total Project Cost (TPC), Critical Decision 4 (CD-4) completion date, or some feature of the projects scope/Key Performance Parameters (KPP), and must be approved by the applicable Acquisition Executive. (APM)</p> <p>2. A document that provides a complete description of a proposed change to an approved performance baseline, including the resulting impacts on the project</p>	Finalization of a BCP will likely result in a cascade of Budget Change Requests (BCRs) as the BCP is implemented.

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#	Term	Acronym	Definition(s)	Notes / Comments
			scope, schedule, design, methods, and cost baselines. (DOE O 413.3B)	
42.	Baseline Goals		<p><i>Baseline</i> cost, schedule, and performance goals will be the standard against which actual work is measured. They will be the basis for the annual report to the Congress required by FASA Title V on variances of 10 percent or more from cost and schedule goals and any deviation from performance goals. The goals, and any changes to the goals, must be approved by OMB.</p> <ul style="list-style-type: none"> • Cost and schedule goals. The baseline cost and schedule goals should be realistic projections of total cost, total time to complete the project, and interim cost and schedule goals. The interim cost and schedule goals should be based on the value of work performed or a comparable concept. Appendix 3 illustrates the earned value concept for establishing cost and schedule goals, one of several concepts that could be used. • Performance goals. A target level of performance against which actual achievement or progress can be compared, preferably expressed as a tangible, measurable objective or as a quantitative standard, value, or rate. This can include goals containing key milestones or goals framed as a position relative to the past or relative to peers. • Illustrative major milestones in establishing goals. Illustrative major milestones in establishing or proposing revised baseline goals could be: <ul style="list-style-type: none"> ○ agency mission analysis, process design, and requirements development; ○ agency submission and justification to OMB; ○ approval for inclusion in the Administration's budget proposal to the Congress; ○ enactment of appropriations; ○ before and after the contract or contracts are signed; and, ○ other times after the contracts are signed, depending on circumstances. <p>(OMB A-11)</p>	
43.	Basis of Estimate	BOE	A part of a <i>Cost Estimating</i> Package or stand-alone document supporting a <i>cost estimate</i> . The BOE should describe the design basis, the planning basis (significant features and components, proposed methods of accomplishment, and proposed project schedule), the risk basis, supporting research and development requirements (important when new	

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#	Term	Acronym	Definition(s)	Notes / Comments
			technologies are contemplated for certain components, equipment or processes), special construction or operating procedures, site conditions, the cost basis, and any other pertinent factors or assumptions that may affect costs. (From DOE G 413.3-21, p. 63)	
44.	Benchmarking		The process of looking at past projects, products, lessons learned or organizational processes, etc., to get ideas for improvement and to provide a basis to use in measuring quality performance. (PMCDP Glossary)	
45.	Beneficial Occupancy (Date)	BOD	Stage of construction of a building or facility, before final completion, at which its user can occupy it for the purpose it was constructed. Beneficial occupancy does not imply that a project has reached CD-4. (DOE O 413.3B)	
46.	Best Available Technology	BAT	The preferred technology for treating a particular process liquid waste, selected from among others after taking into account factors related to technology, economics, public policy, and other parameters. As used in DOE O 5400.5, BAT is not a specific level of treatment, but the conclusion of a selection process that includes several treatment alternatives. [DOE O 5400.5]	
47.	Best Practices		<p>1. Techniques agencies may use to help detect problems in the acquisition, management, and administration of service contracts. Best practices are practical techniques gained from experience that agencies may use to improve the procurement process. (FAR 37.501)</p> <p>2. An activity or procedure that has produced outstanding results in another situation and could be adapted to improve effectiveness and efficiency in a current situation. (DOE O 413.3B)</p>	
48.	Betterments		<p>Improvements to plant, property and equipment (PP&E) that result in better quality, higher capacity, or an extended useful life, or work required to accommodate regulatory and other requirement changes. Listed below are the various terms that are commonly used to describe various categories of betterments:</p> <ul style="list-style-type: none"> Construction is the erection, installation, or assembly of a new plant facility; the addition, expansion, improvement, or replacement of an existing facility; or the relocation of a facility. Construction includes equipment installed in and made part of the facility and related site preparation; excavation, filling and landscaping, or other land improvements; and design of the facility. Examples of improvements to an existing 	

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			<p>facility include the following types of work.</p> <p>(a) Replacing standard walls with fireproof walls.</p> <p>(b) Installing a fire sprinkler system in a space that was previously not protected with a sprinkler system.</p> <p>(c) Replacing utility system components with a significantly larger capacity components (e.g., replacing a 200-ton chiller with a 300-ton chiller) and converting the functional purpose of a room (e.g., converting an office into a computer room).</p> <ul style="list-style-type: none"> • Conversion is a major structural revision of a facility that changes the functional purpose for which the facility was originally designed or used. • Replacement is a complete reconstruction of a facility that has deteriorated or has been damaged beyond the point where its individual parts can be economically repaired. If the item replaced is a retirement unit, its original costs (including installation cost) are removed from the plant and capital equipment accounts, and the cost of the newly installed item (including installation cost) is added to the plant and capital equipment accounts. (Adapted from DOE Financial Management Handbook, Ch. 10; and DOE O 430.1B) 	
49.	Bias		A repeated or systematic distortion of a statistic or value, imbalanced about its mean. (DOE G 413.3-7A/DOE G 413.3-21)	
50.	Bottom-Up-Estimating		An <i>estimating</i> technique in which project work is decomposed into smaller, more detailed terms. An estimate is then prepared based on what is needed to meet the requirements of each of the lower, more detailed pieces of work. Bottom-up estimates are usually developed by those responsible for doing the work, and the accuracy of bottom-up estimating is driven by the size and complexity of the work identified at the lower levels. (PMCDP Glossary)	
51.	Bounding Assumption (Enabling Assumption)		Identified risks that are totally outside the control of the project team and therefore cannot be managed (i.e., transferred, avoided, mitigated, or accepted). Bounding assumptions are also referred to as enabling assumptions in the context of opportunity risks. (DOE G 413.3-7A)	
52.	Brainstorming (Nominal Group Technique)		Interactive technique designed for developing new ideas with a group of people. (DOE G 413.3-7A/DOE G 413.3-21)	
53.	Budget/Budgeting (Project Budget, Program Budget)		1. Plan for allocating resources: a plan specifying how resources, especially time or money, will be allocated or spent during a particular period.	

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#	Term	Acronym	Definition(s)	Notes / Comments
			<p>2. Money for particular purpose: the total amount of money allocated or needed for a particular purpose or period of time.</p> <p>3. Budgeting often considers time-phasing in relation to a schedule or time-based financial requirements and constraints.(modified from DOE G 413.3-21)</p>	
54.	Budget at Completion	BAC	<p>The total authorized budget for accomplishing the project scope of work. It is equal to the sum of all allocated budget plus any undistributed budget (Management Reserve is not included). The Budget at Completion will form the Performance Measurement Baseline, as it is allocated and time-phased in accordance with project schedule requirements. [Sources: ANSI/EIA 748-C and DOE Gold Card in DOE G 413.3-10A] See Figure 3-3.</p>	
55.	Budget Authority	BA	<p>The authority provided by Federal law to incur financial obligations that will result in outlays. Most budget authority for acquisitions is in the form of appropriations; other types are contract authority, authority to borrow, and spending authority from offsetting collections.(OMB A-11 CPG)</p>	
56.	Budget Change Request	BCR	<p>In-scope to the <i>Performance Baseline (PB)</i>, BCRs document events that only require an internal adjustment to the performance baseline components and that do not change the TPC, CD-4 date, or represent a change to some feature of the projects scope/KPPs approved by the applicable Acquisition Executive. It may necessitate a contract action and/or changes to contractor documentation used to maintain configuration control (at the project level) of the Contract Budget Base (CBB) and/or Performance Measurement Baseline (PMB). While BCR is a common industry term, some contractors may use other terms as defined in their Earned Value Management (EVM) System Descriptions. While the following terms and definitions are suggested to provide a common understanding of the different types of BCRs possible, this does not mandate contractor's changing their EVM System Descriptions. Objective evidence supporting the change should be maintained with the BCR, and all changes should be reconcilable and traceable via project documentation and required EVMS budget logs.</p> <ul style="list-style-type: none"> • Budget Change Request – PMB (BCR-P): A type of BCR used by the contractor to maintain configuration control of the PMB for re-planning actions for remaining work scope. A normal program control process accomplished within the 	

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			<p>scope, schedule, and cost objectives of the project's PMB. A BCR-P requires Project Manager's approval prior to implementation. A BCR-P implements changes to the time phasing of the PMB only. A BCR-P does not include MR utilization and does not modify the contract.</p> <ul style="list-style-type: none"> • Budget Change Request – MR (BCR-M): A type of BCR used by the contractor to allocate MR to Control Accounts within the PMB for authorized purposes. A BCR-M requires Project Manager's approval prior to implementation. A BCR-M does not modify the contract. • Budget Change Request – Contingency (BCR-C): A type of BCR used by the FPD to allocate project contingency to the contract for a change of scope to the contract. It results in a change to the Contract Budget Base (CBB) (project level) and requires Contracting Officer action to modify the contract. [Note: There may be approval thresholds defined in the PEP.] <p>[Source: proposed update based on EFCOG and OAPM discussions – new term]</p>	
57.	Budgeted Cost for Work Performed (Earned Value – EV)	BCWP	The value of completed work expressed in terms of the budget assigned to that work. (Source: ANSI/EIA 748-C). See Figure 3-3.	
58.	Budgeted Cost for Work Remaining (Work Remaining – WR)	BCWR	The budgeted value of work remaining. It is calculated as BAC minus the BCWPcum (i.e. $BCWR = BAC - BCWPcum$). Note: ETC is the estimate to complete the BCWR. [Source: DOE G 413.3-10A, DOE EVM Gold Card] See Figure 3-3.	
59.	Budgeted Cost for Work Scheduled (Planned Value – PV)	BCWS	The time-phased budget plan for work currently scheduled, also referred to as Planned Value (PV). (Source: ANSI/EIA 748-C). See Figure 3-3.	
60.	Budgeting		A process for estimating the costs of the resource requirements into accounts (i.e., the cost budget) against which cost performance will be measured and assessed. Budgeting often considers time-phasing in relation to a schedule or time-based financial requirements and constraints. (DOE G 413.3-21)	
61.	Buried Contingency (process that should not be used)		Estimated costs that may have been hidden in the details of an estimate to protect a project from the removal of explicit contingency and to ensure that the final project does not go over budget. To reviewers, buried contingency often implies inappropriately inflated quantities, lowered productivity, or other means to increase project costs. Buried contingency	Term included but practice should not be allowed

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			(process) should not be used. (DOE G 413.3-21)	
62.	Business Case		Identifies the reasoning for initiating a project or task. Business cases generally take the form of formal documents that define a business need, especially in cases in which resources such as money or effort are consumed. (PMCDP Glossary)	
63.	Business Clearance Review	BCR	A process performed for the Senior Procurement Executive by the Acquisition Planning and Liaison Division. The review and approval requirements are set forth in Acquisition Guide (AG) Chapter 71.1. (DOE G 413.3-20)	(duplicate acronym use)
			C	
64.	Capital Asset		Land, structure(s), equipment, and/or intellectual property, used by the Federal Government, which have an estimated useful life of two years or more. Capital assets exclude items acquired for resale in the ordinary course of operations or held for the purpose of physical consumption such as operating materials and supplies. Capital assets may be acquired in different ways: through purchase, construction, or manufacture; through a lease-purchase or other capital lease, regardless of whether title has passed to the Federal Government; or through exchange. Capital assets include the environmental remediation of land to make it useful, leasehold improvements and land rights; assets owned by the Federal Government but located in a foreign country or held by others (such as federal contractors, state and local governments, or colleges and universities); and assets whose ownership is shared by the Federal Government with other entities. Capital assets do not include grants for acquiring assets made to states and local governments or other entities. (minor modification from DOE O 413.3B and Capital Programming Guide OMB A-11)	
65.	Capitalized Asset		Land, structure (s), equipment, and/or intellectual property, used by the Federal Government, which have an estimated useful life of two years or more and exceed the capitalized threshold. These include: <ul style="list-style-type: none"> • Purchased Assets • Constructed Assets • Purchased Assets Improvements (DOE Financial Management Handbook (FMH), Ch. 10)	Per the DOE FMH Ch. 10, individual Plant, Property & Equipment (PP&E) items are purchased, constructed, or fabricated in-house, including major modifications or improvements to any of these items, are to be capitalized if the item has an anticipated service life of 2 years of more and if it cost more than the capitalized threshold (for items

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				acquired prior to October 1, 2011 it is \$50,000 and for items acquired on or after October 1, 2011, the threshold is \$500,000.
66.	Capital Asset Project		A project with defined start and end points required in the acquisition of capital assets. The project acquisition cost of a capital asset includes both its purchase price and all other costs incurred to bring it to a form and location suitable for its intended use. It is independent of funding type. It excludes operating expense funded activities such as repair, maintenance or alterations that are part of routine operations and maintenance functions. (DOE O 413.3B)	
67.	Capital Project and Useful Segments of a Capital Project (clarification of term “useful segments”)		<p>The total capital asset project, or acquisition of a capital asset, includes useful segments that are either planning segments or useful assets.</p> <ul style="list-style-type: none"> Planning segments. A planning segment of a capital project provides information that allows the agency to: develop the design; assess the benefits, costs, and risks; and establish realistic baseline cost, schedule, and performance goals before proceeding to full acquisition of the useful asset (or canceling the acquisition). This information comes from activities, or planning segments, that include but are not limited to market research of available solutions, architectural drawings, geological studies, engineering and design studies, and prototypes. The process of gathering information for a capital project may consist of one or more planning segments, depending on the nature of the asset. If the project includes a prototype that is a capital asset, the prototype may itself be one segment or may be divisible into more than one segment. Useful asset. A useful asset is an economically and programmatically separate segment of the asset or whole asset that may be procured to provide a useful asset for which the benefits exceed the costs, even if no further funding is appropriated. The total capital asset procurement may include one or more useful assets, although it may not be possible to divide all procurements in this way. Illustrations see Capital Programming Guide OMB A-11 (OMB A-11) 	
68.	Central Technical Authority	CTA	The person(s) responsible for maintaining operational awareness, especially with respect to complex, high-hazard nuclear operations and ensuring that the	

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			Department's nuclear safety policies and requirements are implemented adequately and properly (see DOE O 410.1 for further discussion). In this context, it is important to recognize that the CTAs have responsibilities related to nuclear safety directives that apply to projects. (p. B-10; Sect. 14) (DOE O 413.3B)	
69.	Chance Event		Any event(s) that can occur or conditions that can change the outcome of a decision. Chance events are applied equally to each scenario path in a decision tree analysis so that a decision can be reached. Chance events will vary depending on the decision being analyzed, and could range from anything to market conditions or possible foreign exchange rates, etc. (PMCDP Glossary)	
70.	Change		1. To cause something to vary or alter from the current condition to a new condition. When used in project or contract management usually associated with an activity or product, e.g. change control or change order. (OAPM) 2. Any alteration or addition, temporary or permanent, to the facility or activity physical configuration, facility or facility documentation, or design requirements is considered to constitute a change. Identical replacements are not changes. (DOE STD 1073)	
71.	Change Analysis		An analytical technique used for accident investigations, wherein accident-free reference bases are established, and changes relevant to accident causes and situations are systematically identified. In change analysis, all changes are considered, including those initially considered trivial or obscure. [DOE G 225.1A-1]	
72.	Change Control		A process that ensures <i>changes</i> to the approved baseline are properly identified, reviewed, approved, implemented and tested and documented. (DOE O 413.3B)	
73.	Change Control Board	CCB	The review body with authority for approving changes which are consistent with the project's baseline performance requirements, budgeted cost, and schedule. CCB membership should include the project management representative, contracts representative, CFO representative, and Subject Matter Experts (SMEs) that support the project on technical matters. The CCB plays a critical role in managing change to the project's baseline and ensuring prospective changes are clearly defined, appropriate, and within the cost, schedule and performance parameters approved by the AE as specified in the PEP. Note: CCB is the generic term and needs to be clarified as to what level CCB it	

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			is, e.g., Contractor CCB (CCCB), FPD CCB. The top level CCB is the ESAAB. (adapted from DOE G 413.3-20)	
74.	Change Control Log	CCL	Document that lists changes and provides status including pending changes and actions taken. (Developed from G 413.3-10A)	
75.	Change Order		A written directive, signed by the CO, directing the contractor to make a change that the Changes clause authorizes the CO to order without the contractor's consent. (adapted from FAR 2.101)	Original FAR 2.101 says "A change order is a written order..."
76.	Change Request		A document formally asking to modify (i.e., add, modify, or delete) the project's scope, policies, plans, schedule, budget, processes or procedures. Request may be to a project or contract document. (modified from PMCDP Glossary)	
77.	"Chunking"		Slang term for breaking a large project into more manageable components or smaller projects. Also known as Disaggregation, Decompositioning, Project Phasing or Project Tailoring (developed from DOE O 413.3B). See Figure 3-5.	
78.	Classes of Task Dependencies		Task Dependencies fall within three classes: <ul style="list-style-type: none"> • mandatory (hard logic) – dependencies that are contractually required or inherent in the nature of the work being done; • discretionary (soft logic) – dependencies defined by the project team or from best practices, etc., that can be easily changed; and, • external – dependencies that involve relationships between project activities and non-project activities that are usually outside of the project team's control. (PMCDP Glossary) 	
79.	Code of Accounts	COA	A systematic structure for organizing and managing asset, cost, resource, and schedule information; an index to facilitate finding, sorting, compiling, summarizing, and otherwise managing and reporting information to which the code is tied. A complete COA includes definitions of the content of each account. (adapted from DOE G 413.3-21)	
80.	Code of Record		A set of requirements, including Federal and state laws, as defined in contracts and Standards or Requirements Identification Documents (or their equivalent), that are in effect at the time a facility or item of equipment was designed and accepted by DOE. It is initiated during the conceptual design phase and prior to approval of CD-1. It is placed under configuration control to ensure it is updated to include more detailed design requirements as they are developed during preliminary design and prior to approval of CD-2. It is controlled	

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			during final design and construction with a process for reviewing and evaluating new and revised requirements to determine their impact on project safety, cost and schedule before a decision is taken to revise the Code of Record. It is maintained and controlled through facility decommissioning. (DOE O 413.3B)	
81.	Co-dependent Risk		A project risks generated when intermediate deliverables or outcomes (two or more projects or sub-projects at the same site) interlock in such a way that if both projects are not successfully completed, neither can be successfully completed. (modified from DOE G 413.3-7A)	
82.	Cognizant Secretarial Office	CSO	See Program Secretarial Office (PSO)	
83.	Commercially Available Off-The-Shelf Item	COTS	<p>1. (1) Means any item of supply (including construction material) that is—(i) A commercial item (as defined in paragraph (1) of FAR 2.101); (ii) Sold in substantial quantities in the commercial marketplace; and (iii) Offered to the Government, under a contract or subcontract at any tier, without modification, in the same form in which it is sold in the commercial marketplace; and (2) Does not include bulk cargo, as defined in section 3 of the Shipping Act of 1984 (46 U.S.C. App. 1702), such as agricultural products and petroleum products. (FAR 2.101)</p> <p>2. Any item, other than <i>real property</i>, that is of a type customarily used by the general public for nongovernmental purposes, and that has been sold, leased, or licensed to the general public; is sold, leased, or licensed in substantial quantities in the commercial marketplace; and is offered to the Government, without modification, in the same form in which it is sold, leased, or licensed in the commercial marketplace. (OMB A-11 CPG)</p>	
84.	Commissioning	Cx	The process of testing a <i>facility</i> , or portion thereof, to establish the performance characteristics and determine if the it meets the project end-state requirements established in the performance baseline (key performance parameters) or contract. (Derived from DOE O 413.3B and HDBK 1188-2006)	
85.	Communication Planning or Plan		Process or document for determining the information and communication needs of the project stakeholders. Identifies who needs what information, when they will need the information, and how it should be presented, tracked, and documented. (DOE G 413.3-7A)	
86.	Competition		An <i>acquisition strategy</i> whereby more than one offer is solicited in order to find the best contractor to provide a service or function; the offer of the winning contractor	

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			is selected on the basis of criteria that are stated in the solicitation disseminated and that were established by the activity for which the work was performed. The law (41 U.S.C. 253, Competition Requirements) and DOE policy require maximum competition throughout the acquisition lifecycle. (adapted from DOE G 413.3-13)	
87.	Competitive Proposals		A process used in negotiated procurement (used if sealed bids are not appropriate) that may involve discussions with the offerors and concludes with awarding a contract to the offeror whose offer is most advantageous to the government based on the factors contained in the solicitation. See FAR Part 15, Contracting by Negotiation. (Adapted from DOE G 413.3-13)	Contracts input for clarification of definition: "If sealed bids are not appropriate, <u>submission of competitive proposals</u> may be required. This negotiated procurement may involve discussions with the offerors and concludes with awarding a contract to the offeror whose offer is most advantageous to the government based on the factors contained in the solicitation."
88.	Complete and Usable Facility		The end product resulting from an individual construction, alteration, or improvement project that can be used to accomplish the intended program mission. The facility must be fully operational and include the necessary utilities, such as electricity, water and sewer, heating, ventilation, and air-conditioning, as well as all necessary fixed equipment, such as cabinets, benches, and other items that are permanently attached to the building and capitalized as part of the facility. (10 U.S.C. Sec. 2801(c)(1) and from USDA and DoD sources)	The term "facility" is defined herein below.
89.	Comprehensive Environmental Response, Compensation, and Liability Act	CERCLA	Enacted in 1980 and as may be amended, a United States federal law designed to clean up sites contaminated with hazardous substances, also known as "Superfund".	
90.	Conceptual Design		The exploration of concepts, specifications and designs for meeting the mission needs, and the development of alternatives that are technically viable, affordable and sustainable. The conceptual design provides sufficient detail to produce a more refined cost estimate range and to evaluate the merits of the project. The Conceptual Design process requires a mission need as an input. (modified from DOE O 413.3B)	
91.	Conceptual Design Report	CDR	A document that includes a clear and concise description of the alternatives analyzed, the basis for	

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			the alternative selected, how the alternative meets the approved mission need, the functions and requirements that define the alternative and demonstrate the capability for success, and the facility performance requirements, planning standards and life-cycle cost assumptions. The CDR should also clearly and concisely describe the KPPs that will form the basis of the PB at CD-2. When the purpose of the project is remediation, restoration, or demolition, other forms of documenting the requirements and alternative(s) may be used. The CDR is produced as part of completing CD-1. (modified from DOE O 413.3B, p. C-5; Sect. 4)	
92.	Confidence Level	CL	The likelihood – expressed as a percentage – that an occurrence will be realized. The higher the confidence level, the higher the probability that the event will occur. For cost estimating, CL is the probability that a cost estimate or schedule can be achieved or bettered. One of the outputs of a Monte Carlo simulation is a cumulative probability distribution which allows one to determine the associated cost or duration for a given confidence level. (Adapted from DOE O 413.3B and DOE G 413.3-7A). See Figures 3-11 and 3-12.	
93.	Configuration Management		1. The technical and administrative direction and surveillance actions taken to identify and document the functional and physical characteristics of a configuration item; to control changes to a configuration item and its characteristics; and to record and report change processing and implementation status. (DOE O 413.3B) 2. Configuration management is a disciplined process that involves both management and technical direction to establish and document the design requirements and the physical configuration of a facility and to ensure that they maintain consistent with each other and the documentation. (adapted from DOE STD 1073)	
94.	Constraint (Project Constraint)		A restriction or limitation. (from PMCDP Glossary for Project Constraints)	
95.	Constructability Review		A technical evaluation to determine the extent to which the design of a structure facilitates ease of construction, subject to the overall requirements for the completed form. (modified from DOE O 413.3B)	
96.	Construction		1. Construction, alteration, or repair (including dredging, excavating, and painting) of buildings, structures, or other real property. For purposes of this definition, the terms “buildings, structures, or other real property” include, but are not limited to, improvements of all types, such as bridges, dams, plants, highways, parkways, streets, subways, tunnels, sewers, mains,	Definitions based on applications within DOE (see Section 1.3 for guidance on hierarchy).

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			<p>power lines, cemeteries, pumping stations, railways, airport facilities, terminals, docks, piers, wharves, ways, lighthouses, buoys, jetties, breakwaters, levees, canals, and channels. Construction does not include the manufacture, production, furnishing, construction, alteration, repair, processing, or assembling of vessels, aircraft, or other kinds of personal property (except that for use in FAR subpart 22.5, see the definition at FAR 22.502). (FAR 2.101)</p> <p>2. A combination of engineering, procurement, erection, installation, assembly, demolition, or fabrication to create a new facility or to alter, add to, rehabilitate, dismantle or remove an existing facility; includes alteration and repair (dredging, excavating, and painting) of buildings, structures, or other real property and construction, demolition, and excavation conducted as part of environmental restoration or remediation. Construction normally occurs between Critical Decisions 3 and 4 (does not involve the manufacture, production, finishing, construction, alteration, repair, processing, or assembling of items categorized as personal property). (DOE G 413.3-21)</p> <p>3. The erection, installation, or assembly of a new plant facility; the addition, expansion, improvement, or replacement of an existing facility; or the relocation of a facility. Construction includes equipment installed in and made part of the facility and related site preparation; excavation, filling and landscaping, or other land improvements; and design of the facility. Examples of improvements to an existing facility include the following types of work:</p> <p>(a) Replacing standard walls with fireproof walls.</p> <p>(b) Installing a fire sprinkler system in a space that was previously not protected with a sprinkler system.</p> <p>(c) Replacing utility system components with a significantly larger capacity components (e.g., replacing a 200-ton chiller with a 300-ton chiller), and converting the functional purpose of a room (e.g., converting an office into a computer room). (DOE Financial Management Handbook, Ch. 10)</p>	
97.	Construction Funds		Costs associated with the <i>construction</i> /execution efforts for the project. (PMCDP Glossary)	
98.	Construction Management		A wide range of professional services relating to the management of a project during the pre-design, design, and <i>construction</i> phases; includes development of project strategy, design review of cost and time consequences, value management, budgeting, cost estimating, scheduling, monitoring of cost and schedule	

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			trends, procurement, observation to ensure that workmanship and materials comply with plans and specifications, contract administration, labor relations, construction methodology and coordination, and other management of construction acquisition. (DOE G 413.3-21)	
99.	Construction-Work-in-Progress	CWIP	An account [that] includes costs of additions and retirements of Property, Plant & Equipment that is in progress and is being accumulated during the acquisition or construction period. (DOE FM Hdbk p.11)	
100.	Constructive Change		<p>1. An oral or written act or failure to act by the Government official (in a position of authority) that is construed by the contractor as having the same effect as a written change order. See FAR 52.243-7. (Adapted from DOE G 413.3-20)</p> <p>Note: Based on Court decision, the court defined that “a constructive change occurs where a contractor performs work beyond the contract requirements, without a formal order under the changes clause, either due to an informal order from, or through the fault of, the government. Before it can recover, the contractor must show that the government ordered it to perform the additional work. The contractor cannot merely show that the government disapproved a mode of performance. Rather, the contractor must show that the government actually compelled the additional work. The government order need not be formal or in writing. The additional work must be beyond the requirements of the pertinent specifications or drawings. At the same time, the additional work performed by the contractor cannot be beyond the general scope of the contract. Drastic modifications or fundamental alterations ordered by the government beyond the scope of the contract will constitute a breach of contract. The additional work must therefore be beyond the requirements of the contract, albeit still within the general scope of the contract.” (U.S. Circuit Court of Appeals decision in NavCom Defense Electronics, Inc. v. England, 53Fed.Appx. 897 (Fed.Cir. 2002))</p> <p>2. Certain conduct by the Government, other than a “formally” directed change by the Contracting Officer pursuant to the Changes clause, which causes a contractor to perform work beyond the contract’s requirements and which will be recognized by the Courts and Boards of Contract Appeals as entitling the contractor to an equitable adjustment to the contract’s</p>	

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			price, schedule, or other contract terms. Remediable conduct may arise from the action or inaction (oral or written) by a Government representative or it may arise because of some other Government fault. The types of conduct generally recognized as giving rise to a remediable constructive change include: 1) incorrect interpretation of the contract; 2) interference and failure to cooperate; 3) defective contract specifications; 4) failure to disclose vital information; 5) requiring adherence to performance schedule when delay is excusable (constructive acceleration); and 6) “informal” changes directed or induced by those with implied authority, or where the direction is expressly or impliedly ratified by the Contracting Officer. (Contributed definition by EFCOG)	
101.	Contingency		1. The portion of the <i>TPC</i> that is available for <i>risk uncertainty</i> and which is controlled by the Federal staff as delineated by the PEP. Specific contingency risks are associated with technical or programmatic <i>risks</i> that are owned by the Government or for cost growth uncertainty that is beyond the <i>CBB</i> (or contract). Contingency is funding (and schedule) that is not placed into the contract price, CBB, or PMB (unless required and then through a project and contract change control process) but is included in the TPC. Contingency is controlled by Federal personnel as delineated in the PEP. See <i>Government Total Project Contingency</i> . (adapted from DOE O 413.3B) 2. A possible future event or condition arising from presently known or unknown causes, the outcome of which is indeterminable at the present time. In estimating future costs contingencies fall into two categories: those that are included in cost estimates, and those that are not included in cost estimates. (FAR 31.205-7)	
102.	Continuing Resolution		A continuing resolution is a type of appropriations legislation used by the Congress to fund government agencies in the event a formal appropriations bill (i.e., the budget) has not been passed by the end of the current fiscal year. The legislation takes the form of a joint resolution, and provides funding for existing Federal programs, usually at current or reduced levels. (PMCDP Glossary)	
103.	Continuous Improvement Opportunity	CIO	A recommended improvement or expansion of good practices for wider application and does not require a Corrective Action Plan. (DOE G 413.3-10A)	CIO acronym also used for Chief Information Officer in many organizations.
104.	Continuous	CPD	A <i>probability distribution</i> that represents uncertainty in	

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	Probability Distribution		values over an uninterrupted range of a variable, such as time and cost. (PMCDP Glossary) See Figure 3-11.	
105.	Contract		For purposes of applying the requirements of the Federal Acquisition Regulation. A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them. It includes all types of commitments that obligate the Government to an expenditure of appropriated funds and that, except as otherwise authorized, are in writing. In addition to bilateral instruments, contracts include (but are not limited to) awards and notices of awards; job orders or task letters issued under basic ordering agreements; letter contracts; orders, such as purchase orders, under which the contract becomes effective by written acceptance or performance; and bilateral contract modifications. Contracts do not include grants and cooperative agreements. (FAR 2.101)	Other Transactions. Note: The purpose of this FAR definition of contracts was to distinguish certain contracts under the control of the FAR to other contractual arrangements that are the subject of separate statutory and regulatory jurisdiction. Also, the FAR was never revised to reflect the creation of a new class of contractual arrangements used by DOE and others - "Other Transactions". (Contributed by EFCOG)
106.	Contract Budget Base	CBB	<p>The sum of the <i>Performance Measurement Baseline</i> plus the contractor <i>Management Reserve</i>. (CBB = PMB + MR). Should be the same as the sum of the negotiated contract cost (NCC) and AUW. (Source: DOE G 410.3-10A, DOE EVMS Gold Card and DOE G 413.3-20) See Figures 3-3, 3-4A–4E, and 3-7.</p> <p>Note: When the contract is awarded, the CBB is the total estimated contract cost. In project terms the contract budget base is performance measurement baseline plus contractor management reserve. If the Contracting Officer issues a change to the contract which adds additional scope/ requirements and associated costs, the CBB is increased to add the costs for contract change once the Contracting Officer issues the modification to change the contract. If the Contracting Officer issues an undefinitized contract modification [authorized unpriced work], then the CBB is increased to include the costs associated with the contract change. The CBB is not increased by the amount of a cost overrun that has been negotiated by the Contracting Officer. The CBB is no longer the same as the total estimated cost of the contract once there is an Over-Target Baseline (OTB). (DOE AG Chapter 43.3) See Figures 3-13 and 3-14.</p>	Technically a contract-overrun is EAC-CBB. An OTB is where TAB>CBB.
107.	Contract Ceiling		1. The maximum (amount) that may be paid to the contractor under the terms and conditions of the contract. If the terms or conditions change, the	

#	Term	Acronym	Definition(s)	Notes / Comments
			<p>contract ceiling could change, for example, if the Government fails to provide material that the contract's terms and conditions required it to provide, an equitable adjustment to the contract's price and contract ceiling would likely be due to the contractor. (Adapted from FAI Glossary)</p> <p>2. An informal term used to reference a cost reimbursement contract's estimated cost under the contract's Limitation of Cost clause (FAR52.232-20). The Government is not obligated to reimburse the contractor for costs incurred in excess of the ceiling, and the contractor is not obligated to continue performance or otherwise incur costs once the ceiling has been reached. The estimated cost (ceiling) may be increased by the Government in order to authorize additional work or as the result of an equitable adjustment. (EFCOG)</p>	
108.	Contract Fee (Term also used as Profit/Fee)		<p>1. Monies that could be earned by the contractor based on dollar value or another unit of measure, such as man hours; an indirect cost. Contract Price = CBB + Profit/Fee (DOE G 413.3-21 modified) See Figures 3-4A-4F and 3-7.</p> <p>Note: Per the FAR definitions under FAR Subpart 15.4, Contract Pricing, Price means cost plus any fee or profit applicable to contract type. FAR generally uses profit and fee synonymously (in some cases, such as in discussing fixed-price contracts and cost-reimbursement contracts, FAR distinguishes between profit and fee). Usually the discussions in FAR relate to the possible contract fee (or profit) the contractor might earn under the contract. There are many permutations. Contract fee, for example, may mean the original (established at the time of contract award) total available fee the contractor could earn under a cost-plus-award-fee contract, the portion of the total available fee the contractor has earned to date, the remaining portion of total available fee the contractor might earn, the portion of total available fee the contractor had the opportunity to earn but did not earn, etc.</p> <p>2. Under the FAR, an amount of money that may be earned and payable to a contractor in addition to its allowable incurred costs in certain types of cost-reimbursement contracts. The contract fee may be fixed at the outset of performance or it may be variable depending on the relative quality of performance. Note: "Fee" is a term of art for profit. The term "profit" is used in the FAR when the contract is a fixed-price</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
			type. (EFCOG)	
109.	Contract Funds Status Report	CFSR	Document providing funding data used for updating and forecasting contract funds requirements, planning and decision making on funding changes to the contract, developing funds requirements and estimates in support of approved projects, determining funds in excess of contract needs and available for deobligation, and obtaining rough estimates of termination costs. (Source: DOE G 413.3-10A modified)	
110.	Contract Management Plan	CMP	A document developed during the <i>acquisition planning</i> phase. An objective of an effective CMP is to ensure that the contract's products and services are delivered on time consistent with the contract's stated performance and quality standards at a reasonable cost while minimizing the Government's risk. Many of the documents (Quality Assurance Surveillance Plan, Performance Evaluation and Measurement Plan, Risk Management Plan, etc.) created or modified during the acquisition planning phase will be analyzed to determine an appropriate contract management strategy. (DOE AG modified)	
111.	Contract Performance Baseline	CPB	Contract scope, CBB, schedule, deliverables and contract end date (DOE G 413.3-20). See Figures 3-6 and 3-7.	
112.	Contracting Officer	CO	The only individual with the authority to enter into, administer, and/or terminate contracts, and make related determinations and findings. The Head of the Contracting Activity (HCA) appoints and issues a warrant to individuals who meet the education and experience criteria required for FAC-C certification. Within the delegation from the HCA, the CO authorizes work execution in accordance with the approved baseline. (FAR 2.101[first sentence] and DOE G 413.3-20)	
113.	Contracting Officer's Representative	COR	An individual designated and authorized in writing by the CO to perform specific technical or administrative functions. The COR monitors the contract and provides technical direction that does not otherwise result in a change to the contract's cost, schedule, or performance requirements. (Same as COTR) (FAR 2.101[first sentence] and DOE G 413.3-20)	Either COTR and COR used depending on organization.
114.	Contracting Officer's Technical Representative	COTR	See Contracting Officer's Representative (COR) definition.	
115.	Contractor		1. Any individual or other legal entity that: a. Directly or indirectly (e.g., through an affiliate), submits offers for or is awarded, or reasonably may be expected to submit offers for or be awarded, a	The definition of contractor may be different for the limited purposes of certain statutes and regulations, and

#	Term	Acronym	Definition(s)	Notes / Comments
			<p>Government contract, including a contract for carriage under Government or commercial bills of lading, or a subcontract under a Government contract; or</p> <p>b. Conducts business, or reasonably may be expected to conduct business, with the Government as an agent or representative of another contractor. (FAR 9.403)</p> <p>2. Includes the terms prime contractor and subcontractor. (FAR 22.801)</p> <p>3. Includes a subcontractor at any tier whose subcontract is subject to the provisions of the Services Contract Act. (FAR 22.1001)</p> <p>4. For subcontracting requirements, the total contractor organization or a separate entity of it, such as an affiliate, division, or plant, that performs its own purchasing. (FAR 44.101)</p> <p>5. A person, organization, department, division, or company having a contract, agreement, or memorandum of understanding with DOE or another Federal agency. (DOE G 413.3-21)</p>	their implementing clauses. (EFCOG)
116.	Contractor Change Control Board (EFCOG-Proposed New Term)	CCCB	<p>The review body that has the authority for approving changes consistent with the project scope requirements, budgeted cost, and schedule. CCCB membership should include the project management, contracts representative, financial representative, and Subject Matter Experts (SMEs) that support the project on technical matters. The CCCB plays a critical role in managing change within the project's contract budget baseline. (DOE G 413.3-20 modified for contractor level CCB)</p>	
117.	Contract Performance Report	CPR	<p>1. Contract cost and schedule performance data that is used to identify problems early on an acquisition contract and forecast future contract performance in Earned Value Management (EVM). (Source: AcqNotes.com) Report content was prescribed by DOD Data Item Description DI-MGMT-81466A. (DOE G 413.3-10A) [Note: The Integrated Program Management Report (IPMR) Data Item Description DI-MGMT-81861, integrates the CPR and the IMS.]</p> <p>2. Contractually required reports, prepared by the contractor, containing performance information derived from the internal EVMS. Provides status of progress on the contract. (DoD Earned Value Management Implementation Guide, Oct 2006)</p>	
118.	Contractor Project Manager	CPM (or PM)	<p>The contractor official who is responsible and accountable for successful execution of the contractor's project scope of work subject to the contract terms and conditions. The CPM interfaces with the Federal Project Director. (DOE G 413.3-7A)</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
119.	Contractor Requirements Document	CRD	The DOE document that identifies the requirements that the prime contractor's project management system must satisfy (Attachment 1 to DOE O 413.3B). (DOE O 413.3B)	
120.	Control Account		The point at which budgets (resource plans) and actual costs are accumulated and compared to earned value for management control purposes; a natural management point for planning and control that represents work assigned to one responsible organizational on one work breakdown structure element. (DOE G 413.3-21 and NDIA PMSC ANSI/EIA-748 Intent Guide) See Figure 3-3, DOE EVMS Gold Card.	
121.	Control Account Manager	CAM	An individual within the contractor's organizational structure that has been assigned the authority and responsibility to manage one or more control accounts. (See Control Account definition) [DOD Earned Value Implementation Guide, Oct 2006]	
122.	Control Account Plan	CAP	A CAP is a time phased report of the budget spread by element of cost for the control account. (NDIA PMSC ANSI/EIA-748 Current Version-Intent Guide)	CAP acronym also used for Corrective Action Plan
123.	Control Account Scope		The scope contained within and defined by the Control Account (CA) level of the Work Breakdown Structure (WBS). The CA scope is defined in the WBS Dictionary. (APM)	
124.	Control Schedule Process		The process for controlling the schedule baseline. Any changes should require some form of approval documentation. (PMCDP Glossary)	
125.	Control Scope Process		The process for controlling the scope baseline. For EVM projects scope is controlled through the WBS and the WBS Dictionary to the Control Account Scope. Any changes should require some form of approval documentation. (APM)	
126.	Corporate Certification		Exists when a contractor adopts one of their existing certified EVMS in its entirety for application under a new contract, regardless of location. The EVMS under the corporate certification must remain intact in all aspects to that originally certified and will be validated by an EVMS Surveillance. (DOE O 413.3B)	
127.	Corrective Action		Measures taken to rectify conditions adverse to quality and, where necessary, to preclude repetition. (ASME NQA-1-2008 with the NQA-1a-2009 addenda) (DOE O 414.1D)	
128.	Corrective Action Plan	CAP	Documents assumptions, constraints, responsibility, commitment dates, the action plan and the verification steps for (a) completion of corrective actions, and (b) submittal of any documentation of completion. (DOE G 413.3-10A)	CAP acronym also used for Control Account Plan

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#	Term	Acronym	Definition(s)	Notes / Comments
129.	Corrective Action Request	CAR	<p>1. Identifying or documenting a non-conformance with any requirement or DOE order. (e.g., DOE O 413.3B or a QA requirement.)</p> <p>2. For EVMS, an occurrence of an ANSI/EIA-748 (Current Version) non-compliance or a significant impact to reporting, and requires a Corrective Action Plan (CAP). (DOE G 413.3-10A)</p>	
130.	Correlation		Relationship between variables such that changes in one (or more) variable(s) is generally associated with changes in another. Correlation is caused by one or more dependency relationships. Measure of a statistical or dependence relationship existing between two items estimated for accurate quantitative risk analysis. (DOE G 413.3-7A / DOE G 413.3-21)	
131.	Cost		<p>1. Defined in SFFAS No. 1, Objectives of Federal Financial Reporting, as the monetary value of resources used. Defined more specifically in SFFAS No. 4, Managerial Cost Accounting Concepts and Standards for the Federal Government, as the monetary value of resources used or sacrificed or liabilities incurred to achieve an objective, such as to acquire or produce a good or to perform an activity or service. Depending on the nature of the transaction, cost may be charged to operations immediately (i.e., recognized as an expense of the period) or to an asset account for recognition as an expense of subsequent periods. In most contexts within SFFAS No. 7, Accounting for Revenue and Other Financing Sources, "cost" is used synonymously with expense. See also, "Full Cost."</p> <p>2. The price or cash value of the resources used to produce a program, project or activity. (OMB A-11 CPG)</p>	
132.	Cost Accounting		Historical reporting of actual and/or committed disbursements (costs and expenditures) on a project. Costs are denoted and segregated within cost codes that are defined in a chart of accounts. In project control practice, cost accounting provides measure of cost commitment and expenditure that can be compared to the measure of physical completion (earned value) of an account. (DOE G 413.3-21)	Per the FAR and its appendix, contractor must account for both allowable and unallowable costs in their accounting systems for Government contracts.
133.	Cost Analysis		The review and evaluation of the separate cost elements and profit in an offeror's or contractor's proposal (including cost or pricing data or information other than cost or pricing data), and the application of judgment to determine how well the proposed costs represent what the cost of the contract should be, assuming reasonable economy and efficiency. (FAR	

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#	Term	Acronym	Definition(s)	Notes / Comments
			15.404-1(c)(1))	
134.	Cost Baseline		A <i>budget</i> that has been developed from the <i>cost estimate</i> that is time-phased, supports the technical baseline, and is traceable to the WBS. The cost baseline is a subset of the <i>performance measurement baseline or performance baseline</i> and use should be clarified to ensure what baseline is being referenced. (modified from DOE G 413.3-5A)	
135.	Cost Budgeting		Allocating the estimated costs (planned expenditures) to project components. (modified from DOE G 413.3-21)	
136.	Cost Contingency		<i>Contingency</i> term and definition (# 101) should be used instead of <i>Cost Contingency</i> .	Colloquial term.
137.	Cost Control		A system for managing changes to a project budget. (Adapted from DOE G 413.3-21 and FAI Glossary)	
138.	Cost Estimate		A documented statement of expenditures to be incurred to complete a project or a defined portion of a project. Input to budget, contract, or project management planning for baselines and changes against which performance may be measured. (adapted from DOE G 413.3-7A/ DOE G 413.3-21)	
139.	Cost Estimating		A process used to quantify, <i>cost</i> , and price the resources required by the scope of an asset investment option, activity, or project. As a predictive process, estimating must address risks and uncertainties. The output of estimating is used primarily as input for budgeting, cost or value analysis, decision making in business, asset and project planning, or project cost and schedule control. (DOE G 413.3-21)	
140.	Cost Estimating Relationship	CER	A technique used to estimate a particular cost or price by using an established relationship with an independent variable. (FAI Glossary) See FAR 15.404-1(c)(2)(i)(C) for further information.	
141.	Cost Management Reserve	MR	<i>Management Reserve</i> term and definition (# 362) should be used instead of <i>Cost Management Reserve</i> .	Colloquial term.
142.	Cost of Quality		A technique that helps to ensure the project is not spending too much to assure <i>quality</i> . It involves looking at the costs associated with conformance and nonconformance and creating an appropriate balance. (PMCDP Glossary)	
143.	Cost Performance Baseline		The authorized budget for the project used to measure, monitor and control overall cost performance. (PMCDP Glossary) All three factors -scope, cost and schedule- must be integrated at all times in the performance measurement baseline (PMB). (Adapted from DOE O 413.3B)	
144.	Cost Performance	CPI	Cost performance index indicates how much effort,	CPI acronym is also used for Consumer

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#	Term	Acronym	Definition(s)	Notes / Comments
	Index		efficiency, or return of value received for every dollar spent. $CPI = BCWP / ACWP$. (DOE G 413.3-10A) See Figure 3-3.	Price Index.
145.	Cost Performance Report	CPR	See <i>Contractor Performance Report</i> (which is the current term).	
146.	Cost Processor		Software system used to budget, collect, report, and manage project costs. Also known as a Cost and Project Management Accounting System. (developed from GAO Cost Guide)	
147.	Cost Variance	CV	<p>1. A metric for the financial performance on a project over a period of time, as of a specific date. It is the difference between earned value, or budgeted cost of work performed (BCWP), and the actual cost, or actual cost of work performed (ACWP). (modified from ANSI/EIA 748-C). See Figure 3-3.</p> <p>2. A metric for showing cost performance derived from earned value data. It is the algebraic difference between earned value and actual cost (cost variance = earned value - actual cost.) A positive value indicates a favorable condition and a negative value indicates an unfavorable condition. It may be expressed as a value for a specific period of time or cumulative to date. (DOD Earned Value Implementation Guide, Oct 2006)</p>	
148.	Cost-Benefit Analysis		A systematic, quantitative method of assessing the desirability of government projects or policies when it is important to take a long view of future effects and a broad view of possible side-effects. (DOE G 413.3-21)	
149.	Cost-Effectiveness		A systematic quantitative method for comparing the <i>costs</i> of alternative means of achieving the same stream of benefits or a given objective. (OMB Circular A-94, App A)	
150.	Cost-Effectiveness Analysis (also Cost-Effective Analysis)	CEA	An evaluation conducted whenever it is unnecessary or impractical to consider the dollar value of the benefits provided by the alternatives under consideration when: each alternative has the same annual benefits expressed in monetary terms; or, each alternative has the same annual effects, but dollar values cannot be assigned to their benefits. Analysis of alternative projects often falls into this category. Cost-effective (effectiveness) analysis can also be used to compare projects with identical costs but differing benefits. In this case, the decision criterion is the discounted present value of benefits. The alternative program with the largest benefits would normally be favored. (Derived from GAO-09-3SP, p53 and DOE G 413.3-21)	
151.	Cost-Plus Award Fee Contract	CPAF (contract)	A cost-reimbursement contract that provides for a fee consisting of <ol style="list-style-type: none"> A base amount fixed at inception of the contract, if 	

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#	Term	Acronym	Definition(s)	Notes / Comments
			applicable and at the discretion of the CO, and b. An award amount that the contractor may earn in whole or in part during performance and that is sufficient to provide motivation for excellence in areas of cost, schedule and technical performance, such as quality, timeliness, technical ingenuity, and cost-effective management. The amount of the award fee to be paid is determined by the designated Fee-Determining Official (FDO) who reviews the recommendations of the Award-Fee Board in determining the amount of award fee to be earned by the contractor for each evaluation period. (as described at FAR 16.405-2(a))	
152.	Cost-Plus-Fixed-Fee Contract	CPFF (contract)	A cost-reimbursement contract that provides for payment to the contractor of a negotiated fee that is fixed at the inception of the contract. The fixed fee does not vary with actual cost, but may be adjusted as a result of changes in the work to be performed under the contract. This contract type permits contracting for efforts that might otherwise present too great a risk to contractors, but it provides the contractor only a minimum incentive to control costs. (as described at FAR 16.306(a))	
153.	Cost-Plus-Incentive-Fee Contract	CPIF (contract)	A cost-reimbursement contract that provides for the initially negotiated fee to be adjusted later by a formula based on the relationship of total allowable costs to total target costs. This contract type specifies a target cost, a target fee, minimum and maximum fees, and a fee adjustment formula. After contract performance, the fee payable to the contractor is determined in accordance with the formula. The formula provides, within limits, for increases in fee above target fee when total allowable costs are less than target costs, and decreases in fee below target fee when total allowable costs exceed target costs. This increase or decrease is intended to provide an incentive for the contractor to manage the contract effectively. When total allowable cost is greater than or less than the range of costs within which the fee-adjustment formula operates, the contractor is paid total allowable costs, plus the minimum or maximum fee. (as described at FAR 16.405-1(a))	
154.	Cost-Reimbursement Contract	CR (contract)	A contract that provides for payment of allowable incurred costs, to the extent prescribed in the contract. These contracts establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed (except at its own risk) without the approval of the Contracting	

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#	Term	Acronym	Definition(s)	Notes / Comments
			Officer. (as described at FAR 16.301-1)	
155.	Cost-Sharing Contract		A cost-reimbursement contract in which the contractor receives no fee and is reimbursed only for an agreed-upon portion of its allowable costs. May be used when the contractor agrees to absorb a portion of the costs, in the expectation of substantial compensating benefits. (as described at FAR 16.303)	
156.	Crashing		A schedule compression method in which additional resources are assigned to one or more activities in order to complete the work more quickly. This method usually completes the project quicker but increases project costs. Also known as Schedule Crashing. (PMCDP Glossary)	
157.	Critical Decision	CD	A formal determination made by the SAE or AE at a specific point during the project that allows the project to proceed to the next phase or CD. (DOE O 413.3B) See Figures 3-1 and 3-2.	
158.	Critical Decision-0, Approve Mission Need	CD-0	The formal milestone that establishes a project and begins the process of conceptual planning and design used to develop alternative concepts and functional requirements. Additionally, CD-0 approval allows the Program to request PED funds for use in preliminary design, final design and baseline development. (modified from DOE O 413.3B)	
159.	Critical Decision-1 Range Estimate		A <i>cost</i> and <i>schedule</i> range <i>estimate</i> that accompanies or is a part of the conceptual design report at CD-1, Approve Alternative Selection and Cost Range. The cost and schedule ranges reflect project risks or uncertainties associated with the selected alternative. The low ends of the ranges reflect an optimistic view of the risks and uncertainties. The high ends of the ranges reflect a pessimistic view of the risks and uncertainties. The range estimate is approved by the AE. (DOE G 413.3-20)	
160.	Critical Decision-1, Approve Alternative Selection and Cost Range	CD-1	The formal milestone that marks the completion of the project Definition Phase and the conceptual design. Approval of CD-1 provides the authorization to begin the project Execution Phase and allows PED funds to be used. (modified from DOE O 413.3B)	
161.	Critical Decision-2, Approve Performance Baseline	CD-2	The formal milestone that marks the approval of the performance baseline and requires the completion of preliminary design. It is the first major milestone in the project Execution Phase. Approval of CD-2 authorizes submission of a budget request for the TPC. (modified from DOE O 413.3B)	
162.	Critical Decision-3, Approve Start of Construction	CD-3	The formal milestone that provides authorization to complete all procurement and construction and/or implementation activities and initiate all acceptance	

#	Term	Acronym	Definition(s)	Notes / Comments
			and turnover activities. Approval of CD-3 authorizes the project to commit all the resources necessary, within the funds provided, to execute the project. (modified from DOE O 413.3B)	
163.	Critical Decision-3A, Long-Lead Procurement or Phased Implementation of CD-3	CD-3A	The formal milestone that provides authorization to initiate long-lead procurement or start a construction phase as planned in a phased project using a tailored approach. (derived from DOE O 413.3B)	
164.	Critical Decision-4, Approve Start of Operations or Project Completion	CD-4	The formal milestone that marks the achievement of the completion criteria (i.e., KPPs/ <i>project scope</i>) defined in the PEP (or in the PRD, for NNSA projects), and if applicable, subsequent approval of transition to operations. (modified from DOE O 413.3B)	
165.	Critical Path	CP	A sequence of discrete tasks/activities in the network that has the longest total duration through the contract or project. Discrete task/activities along the critical path have the least amount of float/slack. Activities that contain “0” or negative total float are not by default the critical path. The critical path calculation is based on relationships, lead/lag times, durations, constraints, and status. Excessive constraints and incomplete, incorrect, or overly constrained logic shall be avoided because they can skew the critical path. (DI-MGMT-81861 IPMR DOE Version 20140211)	
166.	Critical Path Method	CPM	A <i>schedule</i> analysis technique for managing a project’s schedule that uses a forward pass, backward pass and float analysis to document all paths through the Project Schedule Network Diagram. The purpose of this technique is to identify the critical path. See Critical Path. (PMCDP Glossary)	
167.	Critical Path Schedule	CPS	A <i>schedule</i> view showing the <i>critical path</i> . (See critical path, CPM and schedule definitions) (APM)	
168.	Critical Success Factors		DOE’s four factors that focus on project management goals that should lead to success: improving communications and trust; align human resources; make everyone responsible for environment, safety, and health; and, use management practices that achieve measurable results. (PMCDP Glossary)	
169.	Critical Technology Element	CTE	A technology element is “critical” if the system being acquired depends on the technology element to meet operational requirements being acquired (with acceptable development, cost and schedule; and with acceptable production and operations costs) and if the technology element or its application is either new or novel. (DOE G 413.3-4A)	
170.	Cumulative	CDF	A statistical function based on the accumulation of the	

#	Term	Acronym	Definition(s)	Notes / Comments
	Distribution Function		probabilistic likelihood of occurrences. For DOE risk analysis, it represents the likelihood that at a given percentage the project cost or duration will be at or below a given value. As an example, the x-axis might represent the range of potential project cost values evaluated by the Monte Carlo simulation and the y-axis represents the project's probability of completion. Also known as an S-Curve. (DOE G 413.3-7A / DOE G 413.3-21). See Figures 3-11 and 3-12.	
			D	
171.	Davis-Bacon Act		Provides that contracts in excess of \$2,000 to which the United States or the District of Columbia is a party for construction, alteration, or repair (including painting and decorating) of public buildings or public works within the United States, must contain a clause that no laborer or mechanic employed directly upon the site of the work must receive less than the prevailing wage rates as determined by the Secretary of Labor. (as described at FAR 22.403-1)	
172.	Day		A 24 hour period spanning from midnight to midnight. Per the FAR, a day is a calendar day, unless otherwise specified. The use of the term "day" should normally be clarified as to a "calendar" day or "business or working" day, depending on the use. Schedules are normally set up defining the business or working days. (APM)	
173.	Deactivation		The process of placing a facility in a stable and known condition including the removal of hazardous and radioactive materials to ensure adequate protection of the worker, public health and safety, and the environment, thereby limiting the long-term cost of surveillance and maintenance. Actions include the removal of fuel, draining and/or de-energizing nonessential systems, removal of stored radioactive and hazardous materials, and related actions. Deactivation may include limited decontamination of structures and surfaces to reduce radiation and enable more safe work access, but does not include all decontamination necessary for the dismantlement and demolition phase of decommissioning, e.g., removal of contamination remaining in the fixed structures and equipment after deactivation. Fixed equipment is considered to be equipment that is attached and integral to the buildings function (e.g., process equipment, glove boxes, and building services equipment). (DOE O 413.3B and DOE O 430.1B; OAPM clarification for fixed equipment.)	
174.	Deactivation,	DDDR	A grouping of activities at the end of the project life	Decommissioning may be added after

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#	Term	Acronym	Definition(s)	Notes / Comments
	Decontamination, Dismantlement & Restoration		cycle. See individual terms for specific definitions. (OAPM)	Deactivation.
175.	Decision Analysis		Process for assisting decision makers in capturing judgments about risks as probability distributions, having single value measure, and putting these together with expected value calculations. (DOE G 413.3-7A / DOE G 413.3-21)	
176.	Decision Point		The decision point represents the point on a decision tree analysis in which the tree branches out, representing two or more scenarios, or decisions. (PMCDP Glossary)	
177.	Decision Tree Analysis		A diagram that describes the different decisions under consideration and the impacts of choosing one or the other. This method is usually performed in order to plot the impact of a decision against future scenarios or outcomes in which there is a great deal of uncertainty. The goal of a decision point analysis is to identify a solution that will come closest to producing the desired outcome. (PMCDP Glossary)	Sometimes referred to as "war gaming".
178.	Decision Trees		A diagram that shows key interactions among decisions and associated chain events as they are understood by the decision maker. Branches of the tree represent either decisions or change events. The diagram provides for the consideration of the probability of each outcome. (DOE G 413.3-7A / DOE G 413.3-21)	
179.	Decommissioning		<p>1. The decommissioning stage in a facility life-cycle takes place after deactivation and includes surveillance and maintenance, decontamination and/or dismantlement. These actions are taken at the end of the life of a facility to retire it from service with adequate regard for the health and safety of workers and the public and for the protection of the environment. The ultimate goal of decommissioning is unrestricted release or restricted use of the site. (DOE O 413.3B)</p> <p>2. The process of closing and securing a nuclear facility or nuclear materials storage facility to provide adequate protection from radiation exposure and to isolate radioactive contamination from the human environment. It takes place after deactivation and includes surveillance, maintenance, decontamination, and/or dismantlement. These actions are taken at the end of the life of a facility to retire it from service with adequate regard for the health and safety of workers and the public and protection of the environment. The ultimate goal of decommissioning is unrestricted</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
			release or restricted use of the site. (DOE O 430.1B)	
180.	Decomposition		A planning technique used during WBS development in which the project's scope and activities/deliverables, etc., are subdivided into smaller, more manageable tasks/components. (PMCDP Glossary)	
181.	Decontamination		The removal or reduction of residual chemical, biological, or radiological contaminants and hazardous materials by mechanical, chemical or other techniques to achieve a stated objective or end condition. (DOE O 413.3B)	
182.	Decontamination & Decommissioning	D&D	A closure process used for facilities that have no current or future mission. See individual definitions above for each specific term.	
183.	Define Activities Process		Part of the PMI's Project Time Management Process, the Define Activities Process includes all processes involved in identifying the specific actions to be performed to produce the project's deliverables.(PMCDP Glossary)	
184.	Define Scope Process		Part of the Project Scope Management Process, the Define Scope Process is the process of developing a detailed description of the project or product being executed/developed. (PMCDP Glossary)	
185.	Deliverable (or Project Deliverable)		Any specific, unique and verifiable product, result or capability to perform a service that must be provided to complete a process, phase or a project. (PMCDP Glossary)	
186.	Delphi Technique		Technique used to gather information used to reach consensus within a group of subject matter experts on a particular item. Generally a questionnaire is used on an agreed set of items regarding the matter to be decided. Responses are summarized, further comments elicited. The process is often repeated several times. Technique is used to reduce bias in the data and to reduce the bias of one person, one voice. (DOE G 413.3-7A / DOE G 413.3-21)	
187.	Demolition		Destruction and removal of physical facilities or systems. (DOE O 413.3B)	
188.	Design		In construction, defining the construction requirement (including the functional relationships and technical systems to be used, such as architectural, environmental, structural, electrical, mechanical, and fire protection), producing the technical specifications and drawings, and preparing the construction cost estimate. (FAR 36.102)	
189.	Design Authority		1. (For nuclear facilities only). The individual designated by the Acquisition Executive to be responsible for establishing the design requirements and ensuring that design output documentation	

#	Term	Acronym	Definition(s)	Notes / Comments
			appropriately and accurately reflect the design basis. The Design Authority is responsible for design control and ultimate technical adequacy of the design process. These responsibilities are applicable whether the process is conducted fully in-house, partially contracted to outside organizations, or fully contracted to outside organizations. The Design Authority may delegate design work, but not its responsibilities. (DOE O 413.3B) 2. (For all facilities) The Design Authority is the individual who formally signs off on the design drawings, calculations, and specifications. The design authority is responsible for assuring the technical adequacy of the design. These responsibilities are applicable whether the process is conducted in-house, partially contracted to outside organizations, or fully contracted to outside organizations. (DOE STD 1073)	
190.	Design Basis		1. Design basis consists of the design inputs, the design constraints, and the design analysis and calculations. It includes topical areas such as seismic qualification, fire protection, and safe shutdown. The design basis encompasses consideration of such factors as plant availability, plant efficiency, costs, and maintainability, and that subset that relates to safety and the authorization basis. The design basis explains why a design requirement has been specified in a particular manner or as a particular value. (DOE STD 1073-2014) 2. The set of requirements that bound the design of systems, structures, and components within the facility. These design requirements include consideration of safety, plant availability, efficiency, reliability, and maintainability. Some aspects of the design basis are important of safety, although others are not. [DOE O 5480.23]	
191.	Design Features		The specific attributes of a nuclear facility specified in the technical safety requirements that, if altered or modified, would have a significant effect on safe operation. [10 CFR 830.3]	
192.	Design Life		The time period during which satisfactory performance can be expected for a specific set of service conditions. [DOE O 5480.EIA] [EH62dd1]	
193.	Design Maturity		The status of completion or development of the engineering work on the project. (DOE O 413.3B) See Figure 3-8.	
194.	Design Review		A formal and documented management technique used primarily to conduct a thorough evaluation of a proposed design in order to determine whether or not	

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			the proposed design meets the project requirements set forth by the customer, as well as to determine whether the proposed design will be fully functional. (DOE O 413.3B)	
195.	Design-Bid-Build		A project delivery method where design and construction are sequential and contracted for separately with two contracts and two contractors. (FAR 36.102 and DOE O 413.3B modified)	
196.	Design-Build		A project delivery method whereby design and construction contracts are combined in a single contract and one contractor. It is important that specific flow down requirements specified in requests for proposals to subcontractors, especially for firm fixed-price subcontracts, to insure implementation of the principles from this Order for effective performance measurement of the subcontractors' scope of work. (FAR 36.102, first sentence, and DOE O 413.3B modified)	
197.	Design-to-Cost		A concept that establishes cost elements as management goals to achieve the best balance between life-cycle cost, acceptable performance, and schedule. Under this concept, cost is a design constraint during the design and development phases and a management discipline throughout the acquisition and operation of the system or equipment. (FAR 2.101)	
198.	Deterministic Method		The technique in which a single estimate of parameters is used to perform each analysis. To account for uncertainty, several analyses may be conducted with different parameters. [DOE G 420.1-2]	
199.	Develop Schedule Process		Part of the PMI's Project Time Management Process, the Develop Schedule Process includes all processes involved in the analysis of activity sequences, durations, resource requirements and schedule constraints to create the project schedule. (PMCDP Glossary)	
200.	Deviation		1. Occurs when the TPC, CD-4 completion date, or performance and scope parameters, defined by the approved PB at CD-2, cannot be met. And when the current estimate of a performance, technical, scope, schedule, or cost parameter is not within the threshold value of the performance baseline for that parameter; handled as a deviation, not as part of the normal change control system. (DOE G 413.3-21 and FAR 1.401) 2. A nonconformance with project technical or quality requirements. (APM)	
201.	Direct Cost		<i>Costs</i> identified specifically with a particular final cost objective. Direct costs are not limited to items that are incorporated in the end product as material or labor. Costs identified specifically with a contract are direct	

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			costs of that contract. All costs identified specifically with other final cost objectives of the contractor are direct costs of those cost objectives. (FAR 2.101) For example, the direct cost may include salaries, travel, equipment and supplies directly benefiting the project or activity.	
202.	Directed Change		A <i>change</i> caused by some DOE policy directives (such as those that have force and effect of law and regulation), regulatory, or statutory action and is initiated by entities external to the Department, to include external funding reductions. (DOE O 413.3B)	In Government contracts a “directed change” is a term used to describe a formal change to the contract executed in accordance with the contract’s changes clause – as opposed to a constructive change. (EFCOG)
203.	Discount Rate		The <i>interest rate</i> used in calculating the present value of expected yearly benefits and costs (see definitions for nominal interest rate and real interest rate). (DOE G 413.3-21)	
204.	Discrete Probability Distribution		A <i>probability distribution</i> that represents uncertain events that have a clear beginning and end but little to no significant duration. (PMCDP Glossary)	
205.	Dismantlement		The disassembly or demolition and removal of any structure, system or component during decommissioning and satisfactory interim or long-term disposal of the residue from all or portions of a facility. (DOE O 413.3B)	
206.	Disposal		1. Final placement or destruction of toxic, radioactive, or other waste, surplus or banned pesticides or other chemicals, polluted soils and drums containing hazardous materials from removal actions or accidental releases. Disposal may be accomplished through use of approved, secure, regulated landfills, surface impoundments, land farming, deep well injection or incineration. (O 413.3B) 2. Permanent or temporary transfer of DOE control and custody or real property assets to a third party who thereby acquires rights to control, use, or relinquish the property, (DOE O 430.1B)	
207.	Disposition		Those activities that follow completion of program missions, including but not limited to, preparation for reuse, surveillance, maintenance, deactivation, decommissioning, and long-term stewardship. DOE O 430.1B provides implementation guidance for requirements specific to the disposition and long-term stewardship of contaminated, excess facilities. (DOE O 413.3B)	
208.	Documentation		A formalized technique of data collection that involves	

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	Reviews		the examination of existing project records or documents for the purpose of determining their relevance and adequacy. It is the initial step in the risk identification process and often includes a review of past projects for the purpose of identifying risk and/or lessons learned. (PMCDP Glossary)	
209.	Documented Safety Analysis	DSA	A documented analysis of the extent to which a nuclear facility can be operated safely with respect to workers, the public, and the environment, including a description of the conditions, safe boundaries, and hazard controls that provide the basis for ensuring safety. [10 CFR 830.3]	
210.	DOE Elements		First tier organizations at Headquarters and in the field (field includes all operations offices and field offices including site offices, service centers, and energy technology centers). (DOE O 430.1B)	
			E	
211.	Early Finish (Time/Date)	EF	In the critical path method, represents the earliest possible point in time (date) in which the uncompleted portions of a project activity can finish, based on the schedule network logic and/or any schedule constraints, etc. (modified from PMCDP Glossary)	
212.	Early Start (Time/Date)	ES	In the critical path method, represents the earliest possible point in time (date) in which the uncompleted portions of a project activity can start, based on the schedule network logic and/or any schedule constraints, etc. (modified from PMCDP Glossary)	
213.	Earned Value	EV	The budgeted amount of work actually accomplished in a given time. Simply defined, Earned Value represents the worth of work accomplished during the period. Earned Value is the value of completed work expressed in terms of the budget assigned to that work, also referred to as Budgeted Cost for Work Performed (BCWP). (DOE O 413.3B modified and ANSI/EIA 748-C) See Gold Card, Figure 3-3.	
214.	Earned Value Management		A project performance method that utilizes an integrated set of performance measurements (e.g., scope, schedule and budget) to assess and measure project performance and progress, and estimate cost and schedule impacts at completion. (DOE O 413.3B)	
215.	Earned Value Management System	EVMS	An integrated set of policies, procedures and practices a. to objectively track true performance on a project or program and b. necessary to provide reliable and accurate project and program information to support project management as a decision making tool and a critical component of risk management. EVMS represents an integration approach that is able to provide an early warning of performance problems	

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			while enhancing leadership decisions for successful corrective action. (Source: DOE O 413.3B and DOE G 413.3-10A combined and modified)	
216.	Economic Analysis		Considers all costs and benefits (expenses and revenues) of a project, considering various economic assumptions made, such as inflation and discount rates. (DOE G 413.3-21)	
217.	Efficiency Measures		While outcome measures provide valuable insight into program achievement, more of an outcome can be achieved with the same resources if an effective program increases its efficiency. Agencies are encouraged to develop efficiency measures. Efficiency gains may be described as maintaining a level of performance at a lower cost, improving performance levels at a lower cost, improving performance levels at the same cost, or improving performance levels to a much greater degree than costs are increased. Simply put, efficiency is the ratio of the outcome or output to the input of any program. (OMB A-11 CPG)	
218.	Enabling Assumption		Identified risks that are totally outside the control of the project team and therefore cannot be managed (i.e., transferred, avoided, mitigated, or accepted). (DOE G 413.3-7A / DOE G 414.3-21)	
219.	Energy Savings Performance Contract	ESPC	An alternative financing mechanism authorized by the US Congress designed to accelerate investment in cost effective energy conservation measures in existing Federal Buildings. ESPCs allow Federal agencies to accomplish energy savings projects without up-front capital costs and without special Congressional appropriations. The Energy Policy Act of 1992 (EPACT 1992) authorized Federal agencies to use private sector financing to implement energy conservation methods and energy efficiency technologies (10 CFR 436, Subpart B, Final Rule on Energy Savings Performance Contracts)	
220.	Energy Systems Acquisition Advisory Board	ESAAB	Advises the SAE on CDs related to Major System Projects, site selection and PB deviation dispositions. (DOE O 413.3B)	
221.	Escalation		The provision in actual or estimated costs for an increase in the cost of equipment, material, labor, etc., due to continuing price level changes over time. Inflation may be a component of escalation, but non-monetary policy influences, such as supply-and-demand, are often components. (DOE G 413.3-21)	
222.	Equipment		1. Equipment means a tangible item that is functionally complete for its intended purpose, durable, nonexpendable, and needed for the performance of a contract. Equipment is not intended for sale, and does	

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			<p>not ordinarily lose its identity or become a component part of another article when put into use. Equipment does not include material, real property, special test equipment or special tooling. (FAR 45.101)</p> <p>2. The systems and devices used throughout DOE and commonly referred to as equipment are divided into three categories (as used in DOE Order 580.1). It is the intent of this definition to separately identify the installed equipment that can logically be considered as an integral part of a real property improvement from other types of equipment. The purpose of such a determination is to provide a uniform basis for analysis of various maintenance and repair costs.</p> <p>A. INSTALLED EQUIPMENT. This category includes the mechanical and electrical systems that are installed as part of basic building construction and are essential to the normal functioning of the facility and its intended use. Examples are heating, ventilating, and air conditioning (HVAC) systems; elevators; and communications systems.</p> <p>B. PROGRAMMATIC EQUIPMENT. Equipment (both real and personal) dedicated for a specific programmatic use. Examples are accelerators, microscopes, radiation detection equipment, glove boxes, and hot cells.</p> <p>C. OTHER EQUIPMENT. Some examples in this category are office machines, vehicles and mobile equipment, helicopters, airplanes, and computers and other automated data processing equipment. [DOE O 580.1] [DOE G 433.1-1] [EH62dd1]</p>	
223.	Estimate		Assessment of the most likely quantitative result. (Generally, it is applied to costs and durations with a confidence percentage indication of likelihood of its accuracy.) (DOE G 413.3-7A / DOE G 414.3-21)	
224.	Estimate Activity Durations Process		Part of the PMI's Project Time Management Process, the Estimate Activity Durations Process includes all processes involved in approximating the number of work periods needed to complete individual activities with estimated resources. (PMCDP Glossary)	
225.	Estimate Activity Resources Process		Part of the PMI's Project Time Management Process, the Estimate Activity Resources Process includes all processes involved in estimating the type and quantities of material, people, equipment or supplies needed to perform each activity. (PMCDP Glossary)	
226.	Estimate Uncertainty		The inherent accuracy of a <i>cost</i> or <i>schedule estimate</i> . Represents a function of the level of project definition that is available, the resources used (skill set and knowledge) and time spent to develop the cost estimate	

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			and schedule, and the data (e.g., vendor quotes, catalogue pricing, historical databases, etc.) and methodologies used to develop the cost estimate and schedule. Estimate Uncertainty is analyzed and included as a part of the contractor's Management Reserve. (DOE G 413.3-7A / DOE G 413.3-3)	
227.	Estimate-at-Completion	EAC	Actual cost of work completed to date plus the predicted costs and schedule for finishing the remaining work. The current estimated total cost for project authorized work. EAC equals the actual cost to a point in time plus the estimated costs to completion. (EAC=ACWP+ETC) (DOE G 413.3-7A / DOE G 413.3-21) (See Gold Card, Figure 3-3)	
228.	Estimate-to-Complete	ETC	Estimate of costs to complete all authorized work from a point in time to the end of the program/project or task. (combined ANSI/EIA 748 -13 , DOE O 413.3B and DOE G 413.3-7A /DOE G 413.3-21) See Figure 3-3.	
229.	Estimated Useful Life		Estimated useful life of an asset begins at the expected beneficial occupancy date or CD-4 equivalent milestone (such as construction completion or transition to operations) and ends when the asset is expected to no longer be in the Department's real property asset database. (Facility Information Management System or FIMS)	
230.	Event Probability		Represents the probability of occurrence for a specific event or scenario. Event probabilities are generally assigned to chance events when using a decision tree analysis to better predict the probability of outcome for a particular scenario/decision, or its impact or monetary end-result, depending on what exactly is being measured. (PMCDP Glossary)	
231.	EVMS Certification		Certification by the Government that a contractor or project has implemented ANSI/EIA 748 to an acceptable level. Certification means the Government, all other factors equal, can rely on the EVM reporting under certification. Certified contractors are subject to routine surveillance to assure the system maintains this certification or assess corrective action to fix anomalies. (DOE O 413.3B)	Suggested modification by the APM contracts staff to bring awareness that there are contract clauses to use to implement and enforce in the contract: "The determination that a Contractor's EVMS, on all applicable projects, is in full compliance with ANSI/EIA-748 (latest revision), or as required by the contract, and in accordance with applicable contract clause either FAR Subpart 52.234-4,

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				EVMS or other applicable EVMS clause stated in the contract.”
232.	EVMS Surveillance		The process of reviewing a Contractor's EVMS, on all applicable projects, to establish continuing compliance with ANSI/EIA-748, or as required by the contract, and in accordance with applicable contract clause either FAR Subpart 52.234-4, EVMS or other applicable EVMS clause stated in the contract. Surveillance begins upon implementation by the contractor of a compliant system. (DOE O 413.3B modified)	
233.	Expected Monetary Value	EMV	The total of the weighted outcomes (in monetary terms) associated with a decision. It is expressed mathematically as the product of an event's probability of occurrence and the monetary gain or loss that will result. (see also expected value) (PMCDP Glossary)	
234.	Expected Monetary Value Analysis		A modeling technique that calculates the average outcome when the future includes scenarios that may or may not happen, a situation also known as analysis under uncertainty. The EMV of opportunities is generally expressed as positive values, while risks produce a negative value. (PMCDP Glossary)	
235.	Expected Value		The expected value of a real-valued random variable gives a measure of the center of the distribution of the variable. In project management, expected value is generally used to determine the value of decision as it compares to the risk factors that may impact that decision, and is commonly calculated by multiplying the probability (P) of occurrence against the impact (I), or $P \times I$. (PMCDP Glossary) See Figure 3-3 and 3-9.	
236.	Expert Interviews		Process of seeking opinions or assistance on the project from subject matter experts (SMEs). (DOE G 413.3-7A / DOE G 413.3-21)	
237.	Expert Judgment		The process of using knowledgeable groups or individuals to assist in project decisions. (PMCDP Glossary)	
238.	External Event(s)		Natural phenomena or man-caused hazards not related to the facility. (AKA “Act(s) of God”) [DOE G 450.4-1B]	
239.	External Independent Review	EIR	A project review performed by personnel from OAPM and augmented by individuals outside DOE, primarily to support validation of either the Performance Baseline (CD-2) or Construction/Execution Readiness (CD-3). OAPM selects an appropriate group of subject matter experts in a contracted capacity to assist with these reviews. (DOE O 413.3B)	
240.	External Risks		Risks outside the project control or global risks inherent in any project such as global economic	

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			downturns, trade difficulties affecting deliverables such as construction materials or political actions that are beyond the direct control of the project. (DOE G 413.3-7A / DOE G 414.3-21)	
			F	
241.	Facility		Any building, structure, or other improvement to real property including their functional systems and equipment; site development features such as landscaping, roads, walks, and parking areas; outside lighting and communications systems; central utility plants; utility supply and distribution systems; and other physical plant features. (compiled from DOE O 430.1B, 10 U.S.C. Sec. 2801(c)(1) and DOE G 413.3.21)	
242.	FAR-Based (or FAR Part 15) Contract		A Non-M&O Contract. This term is in use but is not exactly correct as it does not distinguish from an M&O contract, which is also a FAR -Based contract. However, many FAR provisions are not applicable to M&O contracts. (derived from DOE G 413.3-20)	This term should not be used. All contracts issued by DOE are FAR based contracts. There may be a need to gradually work on taking it out of all DOE directives.
243.	Fast Tracking		A schedule compression method in which project activities are performed in parallel that would have been normally been performed in sequence. This method general results in the project being completed quicker but increases risk. (PMCDP Glossary)	
244.	Federal Acquisition Regulation	FAR	<p>The principal set of rules in the Federal Acquisition Regulation System. This system consists of sets of regulations issued by agencies of the federal government of the United States to govern what is called the "acquisition process"; this is the process through which the government purchases ("acquires") goods and services. That process consists of three phases: (1) need recognition and acquisition planning, (2) contract formation, and (3) contract administration. The FAR System regulates the activities of government personnel in carrying out that process. It does not regulate the activities of private parties; however, its requirements may be implemented through contract terms and conditions which define the contractual obligations of those private parties who enter into Government contracts.</p> <p>The FAR is codified in Title 48 of the United States Code of Federal Regulations. It is issued pursuant to the Office of Federal Procurement Policy Act of 1974 (Pub. L. 93-400 and Title 41 of the United States Code), Chapter 7. Statutory authority to issue and maintain the FAR resides with the Secretary of</p>	

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			Defense, the Administrator of General Services, and the Administrator, National Aeronautics and Space Administration, 41 U.S.C. § 421(c)(1), subject to the approval of the Administrator of Federal Procurement Policy, 41 U.S.C. § 405.	
245.	Federal Program Manager		An individual in the headquarters organizational element responsible for managing a program and, until designation of the FPD, its assigned projects. They ensure that all the projects are properly phased, funded over time, and that each project manager is meeting their key milestones. They are the project manager's advocate, ensure proper resourcing and facilitate the execution process. They predict programmatic risks and put mitigation strategies in place so that projects are not affected. (DOE O 413.3B)	
246.	Federal Project Controls Manager	FPCM	The FPCM supports the FPD in preparation and review of project budgets, cost estimates, schedules, and basis of estimate documentation. The FPCM reviews contractor EVMS and other project reports and usually acts as the board secretary for the FPD Change Control Board (FCCB) (DOE G 413.3-20)	
247.	Federal Project Director	FPD	The individual certified under the Department's PMCDP as responsible and accountable to the AE or Program Secretarial Officer for project execution. Responsibilities include developing and maintaining the PEP; managing project resources; establishing and implementing management systems, including performance measurement systems; and approving and implementing changes to project baselines. (DOE O 413.3B)	
248.	Federal Project Director's Change Control Board	FCCB	The review body with authority for approving changes that is consistent with the project's baseline performance requirements, budgeted cost, and schedule. The FPD CCB is the lowest-level government CCB. CCB membership should include the project management, contracts representative, CFO representative, and Subject Matter Experts (SMEs) that support the project on technical matters. The CCB plays a critical role in managing change to the project's baseline and ensuring prospective changes are clearly defined, appropriate, and within the cost, schedule and performance parameters approved by the AE as specified in the PEP. (DOE G 413.3-20)	
249.	Final Design		Completion of the design effort and production of all the approved design documentation necessary to permit procurement, construction, testing, checkout and turnover to proceed. (DOE O 413.3B)	The Final Design should include clear statements of testing requirements and acceptance criteria for the safety and

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				functionality of all subsystems.
250.	Final Safety Analysis Report	FSAR	Document submitted to and approved by DOE prior to the authorization to operate a new nuclear facility or that documents the adequacy of the safety analysis for an existing nuclear facility. (HDBK-1188-2006)	
251.	Finish-to-Finish	F-F	Logical relationship between two project activities in which the completion of the work for a successor activity is dependent on the completion of the work for a predecessor activity. (PMCDP Glossary)	
252.	Finish-to-Start	F-S	Logical relationship between two project activities in which the initiation of the work for a successor activity is dependent on the completion of the work for a predecessor activity. (PMCDP Glossary)	
253.	Firm Fixed-Price Contract	FFP (contract)	A <i>contract</i> that provides for a price that is not subject to any adjustment on the basis of the contractor's cost experience in performing the contract. (as described at FAR 16.202-1)	This contract type places upon the contractor maximum risk and full responsibility for all costs and resulting profit or loss.
254.	Firm Fixed-Price, Level-of-Effort Term Contract		Also referred to as fixed-price-level-of-effort contract. A contract that requires: <ul style="list-style-type: none"> a. The contractor to provide a specified level of effort, over a stated period of time, Contract on work that can be stated only in general terms; and b. The Government to pay the contractor a fixed dollar amount. (as described at FAR 16.207-1) 	
255.	Fiscal Year	FY	The accounting period for which annual financial statements are regularly prepared, generally a period of 12 months, 52 weeks, or 53 weeks. (FAR 31.001) For US Gov't, fiscal years currently run 1 October to 30 September with the year number as of January, e.g. FY 2013, starts October 2012.	
256.	Fishbone Diagram		Technique often referred to as cause and effect diagramming. Technique often used during brainstorming and other similar sessions to help identify root causes of an issue or risk. Structure used to diagram resembles that of a fish bone. (DOE G 413.3-7A and DOE G 413.3-21)	
257.	Fixed Cost		<i>Costs</i> which remain constant as production volume varies in the relevant range of production. Fixed cost per unit decreases as total fixed cost is spread over an increasing number of units. (FAI Glossary)	
258.	Fixed-Price Contract		A <i>contract</i> that provides for a firm fixed-price or, in appropriate cases, an adjustable fixed-price. Fixed-price contracts providing for an adjustable price may include a ceiling price, a target price (including target cost), or both. Unless otherwise specified in the contract, the ceiling price or target price is subject to	This contract type may be used when (1) The contractor's accounting system is adequate for providing data to support negotiation of final cost and

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			adjustment only by operation of contract clauses providing for an equitable adjustment or other revision of the contract price under stated circumstances. (as described in FAR 16.201)	incentive price revision; and (2) adequate cost or pricing information for establishing reasonable firm targets is available at the time of initial contract negotiation.
259.	Fixed-Price Contract with Award Fee		A <i>contract</i> also referred to as <i>fixed-price award-fee contract</i> is used when the Government wishes to motivate a contractor and other incentives cannot be used because contractor performance cannot be measured objectively. Such contracts establish a fixed price (including normal profit) for the contract effort. This price will be paid for satisfactory contract performance. An award fee that will be paid (if earned) will be paid in addition to that fixed price. Periodic evaluation of the contractor's performance against an award-fee plan to determine the amount of fee (if any) due the contractor. (as described in FAR 16.404)	
260.	Fixed-Price Contract with Economic Price Adjustment		A contract that provides for upward and downward revision of the stated contract price upon the occurrence of specified contingencies. Economic price adjustments may be based on: Established prices, actual costs of labor or material, or cost indexes of labor or material. (as described at FAR 16.203-1)	
261.	Fixed-Price Incentive (Firm Target) Contract		Also referred to as fixed-price incentive firm contract. A contract that specifies a target cost, a target profit, a price ceiling (but not a profit ceiling or floor), and a profit adjustment formula. These elements are all negotiated at the outset. The price ceiling is the maximum that may be paid to the contractor, except for any adjustment under other contract clauses. When the contractor completes performance, the parties negotiate the final cost, and the final price is established by applying the formula. When the final cost is less than the target cost, application of the formula results in a final profit greater than the target profit; conversely, when final cost is more than target cost, application of the formula results in a final profit less than the target profit, or even a net loss. If the final negotiated cost exceeds the price ceiling, the contractor absorbs the difference as a loss. (as described at FAR 16.403-1(a))	
262.	Fixed-Price Incentive (Successive Targets) Contract		A <i>contract</i> that: a. Specifies the following elements, all of which are negotiated at the outset: (1) An initial target cost.	

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			<p>(2) An initial target profit.</p> <p>(3) An initial profit adjustment formula to be used for establishing the firm target profit, including a ceiling and floor for the firm target profit. (This formula normally provides for a lesser degree of contractor cost responsibility than would a formula for establishing final profit and price.)</p> <p>(4) The production point at which the firm target cost and firm target profit will be negotiated (usually before delivery or shop completion of the first item).</p> <p>(5) A ceiling price that is the maximum that may be paid to the contractor, except for any adjustment under other contract clauses providing for equitable adjustment or other revision of the contract price under stated circumstances.</p> <p>b. When the production point specified in the contract is reached, the parties negotiate the firm target cost, giving consideration to cost experience under the contract and other pertinent factors. The firm target profit is established by the formula. At this point, the parties have two alternatives, as follows:</p> <p>(1) They may negotiate a firm fixed-price, using the firm target cost plus the firm target profit as a guide.</p> <p>(2) If negotiation of a firm fixed-price is inappropriate, they may negotiate a formula for establishing the final price using the firm target cost and firm target profit. The final cost is then negotiated at completion, and the final profit is established by formula, as under the fixed-price incentive (firm target) contract. (as described at FAR 16.403-2(a))</p>	
263.	Fixed-Price Incentive Contract		A <i>fixed-price contract</i> that provides for adjusting profit and establishing the final contract price by application of a formula based on the relationship of total final negotiated cost to total target cost. The final price is subject to a price ceiling, negotiated at the outset. The two forms of fixed-price incentive contracts are firm target and successive targets. (as described at FAR 16.403(a))	
264.	Float		Ambiguous term. See <i>Free Float</i> or <i>Total Float</i> . {PMCDP Glossary term. Need to be more precise for defining this single term as float; such as total float or free float.}	
265.	Focus Group		A requirements collection technique in which a group of stakeholders is brought together to discuss the project and to learn more about their expectations.	

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#	Term	Acronym	Definition(s)	Notes / Comments
			Focus groups are generally led by a moderator and can help to produce better information and feedback about stakeholder needs and requirements. (PMCDP Glossary)	
266.	Forward Pass		The calculation of early start and early finish times for the uncompleted portions of all <i>project schedule</i> network activities. The forward pass is part of the critical path method and starts with the first project schedule network activity and logically works forward to the finish node. It is paired with a backward pass to determine activity and project float, the number of paths through a project schedule network, the length of time needed to complete each of the paths, and the project's critical path(s). (PMCDP Glossary)	
267.	Forward Pricing Rate Agreement	FPRA	A written agreement negotiated between a contractor and the Government to make certain rates available during a specified period for use in pricing contracts or modifications. These rates represent reasonable projections of specific costs that are not easily estimated for, identified with, or generated by a specific contract, contract end item, or task. These projections may include rates for such things as labor, indirect costs, material obsolescence and usage, spare parts provisioning, and material handling. (FAR 2.101)	
268.	Free Float		1. The amount of time a project activity may be delayed without impacting the start of <u>any other activities</u> . (PMCDP Glossary-emphasis added) 2. Free float is the portion of an activity's total float that is available before the activity's delay affects its immediate successor. (GAO-12-120G)	
269.	Free on Board	FOB	A term used in conjunction with a physical point to determine: a. The responsibility and basis for payment of freight charges; and b. Unless otherwise agreed, the point at which title for goods passes to the buyer or consignee. (FAR 47.001)	
270.	Full Cost		All direct and indirect costs to any part of the Federal Government of providing goods, resources, and services (OMB Circular A-25: User Charges (July 8, 1993)). The total amount of resources used to produce the output. More specifically, the full cost of an output produced by a responsibility segment is the sum of: (1) the costs of resources consumed by the responsibility segment that directly or indirectly contribute to the output; and (2) the costs of identifiable supporting services provided by other responsibility segments within the reporting entity and by other reporting	

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			entities (SFFAS No. 4, Managerial Cost Accounting Concepts and Standards for the Federal Government).	
271.	Full-Time Equivalents	FTEs	Reflects the total number of regular straight-time hours (i.e., not including overtime or holiday hours) worked by employees divided by the number of compensable hours applicable to each fiscal year. Annual leave, sick leave, and compensatory time off and other approved leave categories are considered to be “hours worked” for purposes of defining FTE employment. (GAO-05-734SP Glossary)	
272.	Functional Manager		Sometimes referred to as a "line manager," a person with management authority over an organizational unit within a functional organization, or a manager of any group that is responsible for making a product or performing a service.(PMCDP Glossary)	
273.	Functional Project Organization		A hierarchical organization where an employee has one clear supervisor and staff is organized by areas of specialization and function. Each area of specialization is managed by a person with expertise in that area. (PMCDP Glossary)	
274.	Functional Requirement		<i>Contract requirement</i> stated in terms of the objectives that must be achieved under the contract. Each offeror is permitted to define how those objectives will be achieved in its contract proposal. (FAI Glossary)	
275.	Funding		There are two types of funding for projects: (1) Full funding means that appropriations are enacted that are sufficient in total to complete a useful segment of a capital project (investment) before any obligations may be incurred for that segment. When capital projects (investments) or useful segments are incrementally funded, without certainty if or when future funding will be available, it can result in poor planning, acquisition of assets not fully justified, higher acquisition costs, projects (investments) delays, cancellation of major projects (investments), the loss of sunk costs, or inadequate funding to maintain and operate the assets. Budget requests for full acquisition propose for full funding. (2) Incremental (annual) funding means that appropriations are enacted that only fund an annual or other part of a useful segment of a capital project (investment). OMB or the Congress may change the agency's request for full finding to incremental funding in order to accommodate more projects in a year than would be allowed with full funding. (OMB A-11 CPG)	
276.	Funding Profile		A representation of the project <i>funding</i> over the life of the project. It is part of the <i>Acquisition Executive</i> decision and any decremental change requires <i>AE</i> approval. (DOE O 413.3B)	

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			G	
277.	Gantt Chart		A graph in which horizontal lines show the actual and projected amounts of time involved in completing a particular task or reaching specific levels of production. A scheduling chart. (PMCDP Glossary)	
278.	General and Administrative Expense	G&A (expense)	Any management, financial, and other <i>expense</i> which is incurred by or allocated to a business unit and which is for the general management and administration of the business unit as a whole. G&A expense does not include those management expenses whose beneficial or causal relationship to cost objectives can be more directly measured by a base other than a cost input base representing the total activity of a business unit during a cost accounting period. (FAR 2.101)	
279.	General and Administrative Rate	G&A (rate)	The indirect cost <i>rate</i> used by a concern to recover <i>G&A Expense</i> . (FAI Glossary)	
280.	General Plant Project	GPP	Miscellaneous minor new construction project, of a general nature, the total estimated cost may not exceed the congressionally established limit. GPPs are necessary to adapt facilities to new or improved production techniques, to effect economies of operations, and to reduce or eliminate health, fire and security problems. These projects provide for design and/or construction, additions, improvements to land, buildings, replacements or additions to roads and general area improvements. (DOE FM Handbook, Ch. 10 and DOE O 413.3B)	
281.	Government Furnished Equipment	GFE	A tangible item provided by the Government in a contract that is functionally complete for its intended purpose, durable, nonexpendable, and needed for the performance of a contract. Equipment is not intended for sale, and does not ordinarily lose its identity or become a component part of another article when put into use. Equipment does not include material, real property, special test equipment or special tooling. (adapted from FAR 45.101) Note: equipment can include assemblies, components, parts, and engineered items.	
282.	Government Furnished Material	GFM	Material furnished by the Government consumed or expended in performance of a contract, component parts of a higher assembly, or items that lose their individual identity through incorporation into an end-item. Material does not include equipment, special tooling, special test equipment or real property. Property includes assemblies, components, parts, raw and processed materials, and small tools and supplies. (adapted from FAR 45.101 and 45.301)	

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283.	Government Furnished Property	GFP	Property in the possession of, or directly acquired by, the Government and subsequently furnished to the contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance, overhaul, or modification. Government-furnished property also includes contractor-acquired property if the contractor- acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract. (FAR 45.101)	
284.	Government Direct Costs	GDC	Government <i>costs</i> that are needed for the project such as government furnished services, items and equipment, government supplied utilities (if directly metered), and applicable waste disposal fees. (DOE G 413.3-21)	Commonly referred as Government Other Direct Costs (ODCs)
285.	Government Total Project Contingency		<i>Contingency</i> term and definition (# 101) should be used in place of <i>Government Total Project Contingency</i> as currently defined in DOE AG Chapter 43.3.	
286.	Graded Approach		<p>1. A reduced level of effort or detail in a project to the degree needed to satisfy requirements. For projects involving existing missions or assets a graded approach may be more appropriate than for those involving new missions or capabilities. The Graded Approach is usually documented in the <i>PEP</i> and approved by the <i>AE</i>. For example, substituting an equivalent document or addressing multiple requirements in a single document may be acceptable.</p> <p>2. For project reviews, a graded approach could involve fewer technical reviewers or reduced lines of inquiry.</p> <p>3. For nuclear projects, the use of a graded approach to documentation for nuclear facility construction is addressed by DOE G 413.3-2.</p> <p>3. The process of ensuring that the levels of analyses, documentation, and actions used to comply with requirements are commensurate with:</p> <ul style="list-style-type: none"> (1) the relative importance to safety, safeguards, and security; (2) the magnitude of any hazard involved; (3) the life-cycle stage of a facility or item; (4) the programmatic mission of a facility; (5) the particular characteristics of a facility or item; (6) the relative importance to radiological and non-radiological hazards; and , (7) any other relevant factors. <p>(10 C.F.R. § 830.3) (DOE O 414.1D)</p>	
287.	Guide		Guides provide acceptable, but not mandatory, means for complying with requirements of an Order or rule.	A Guide describes suggested non-mandatory

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			Guides must not impose requirements but may quote requirements if the sources are adequately cited. Alternate methods may be used if it can be demonstrated that they provide equivalent or better level of performance. (DOE O 251.1C)	approaches for meeting requirements. Guides are not requirements documents and are not to be construed as requirements in any audit or appraisal for compliance with the parent Policy, Order, Notice, or Manual.
			H	
288.	Hazard		A source of danger (i.e., material, energy source, or operation) with the potential to cause illness, injury, or death to personnel or damage to a facility or to the environment (without regard to the likelihood or credibility of accident scenarios or consequence mitigation). (10 C.F.R. § 830.3)	
289.	Hazard Category	HAZ CAT	The consequences of unmitigated releases of radioactive and/or <i>hazardous</i> material are evaluated and classified by the following <i>hazard</i> categories: A. CATEGORY 1. The hazard analysis shows the potential for significant offsite consequences. B. CATEGORY 2. The hazard analysis shows the potential for significant onsite consequences. C. CATEGORY 3. The hazard analysis shows the potential for only significant localized consequences. [DOE O 5480.31] [EH62dd1]	
290.	Hazard Classes		Non-nuclear facilities will be categorized as high, moderate, or low hazards based on the following: A. High - hazards with a potential for onsite and offsite impacts to large numbers of persons or for major impacts to the environment; B. Moderate - hazards which present considerable potential onsite impacts to people or the environment, but at most only minor offsite impacts, and; C. Low - hazards which present minor onsite and negligible offsite impacts to people and the environment. [DOE O 5481.1B]	
291.	Hazard Controls		Measures to eliminate, limit, or mitigate <i>hazards</i> to workers, the public, or the environment, including: (1) physical, design, structural, and engineering features; (2) safety <i>structures, systems, and components</i> (SSCs); (3) safety management programs; (4) technical safety requirements; and (5) other controls necessary to provide adequate	

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			protection from hazards. (10 C.F.R. § 830.3)	
292.	Head of Contracting Activity	HCA	The official who has overall responsibility for managing the <i>contracting activity</i> . This official is delegated HCA authority from the DOE <i>Senior Procurement Executive</i> or the NNSA <i>Senior Procurement Executive</i> . This formal delegation prescribes the specific source and scope of the HCA's authority with respect to that individual's contracting actions. HCA delegations are unique and specific to an individual in a program or field activity, based on mission, workload, performance and other factors considered by the DOE <i>Senior Procurement Executive</i> or the NNSA <i>Senior Procurement Executive</i> . (FAR 2.101, first sentence; DOE G 413.3-20)	
293.	High Fidelity		A representative of the component or system that addresses form, fit and function. A high-fidelity laboratory environment would involve testing with equipment that can simulate and validate all system specification within a laboratory setting. (DOE G 413.3-4A)	
294.	High Performance and Sustainable Building	HPSB	Facility complies with the Guiding Principles for Federal Leadership in High Performance and Sustainable Buildings (Guiding Principles): <ul style="list-style-type: none"> • Employ integrated design Principles; • Optimize energy performance; • Protect and conserve water; • Enhance indoor environmental quality; and • Reduce environmental impact of materials. (Executive Order 13514)	
295.	Historical Cost Information		A database of information from completed projects normalized to some standard (geographical, national average, etc.) and time-based (e.g., brought to current year data) using historical cost indices. (DOE G 413.3-21)	
296.	Hot Commissioning		The processing of a minimal acceptable sample of an actual material to obtain the desired performance output during the startup and testing phase of a chemical or nuclear processing facility. (DOE O 413.3B)	
297.	Hotel Loads		A term used to identify the cost associated with <i>level-of-effort</i> activities and costs that will be incurred until a given piece of work is complete. These costs can include the costs for project management and administration and other direct costs associated with generic facilities, rentals, and other indirect costs that are not part of the direct production activities. (DOE G 413.3-7A / DOE G 413.3-21)	

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#	Term	Acronym	Definition(s)	Notes / Comments
			I	
298.	Identify Risks Process		Part of the PMI's Project Risk Management Process. The Identify Risks Process is a planning process in which all <i>risks</i> (positive or negative) are identified that could impact a project. The Identify Risk Process is an iterative process and it involves all the stakeholders. Risks are identified and re-evaluated during all phases of a project. (adapted from PMCDP Glossary)	
299.	Impact of Risk		The consequence of the <i>risk</i> on one or more project objectives if it actually occurs. (PMCDP Glossary)	
300.	Impact Scores		Convergence of the probability and consequence scores. (DOE G 413.3-7A and DOE G 413.3-21)	
301.	Implementation Review		A special type of surveillance performed in lieu of a Certification Review when EVMS compliance is a requirement. This type of review extends the certification of a contractor's previously certified system to another facility, from one project to another project after a period of system non-use, from one certifying entity to another, and when the certified system has been significantly changed. (Source: DOE Guide 413.3-10A)	
302.	Improvements to Land		Includes: site clearing, grading, drainage, and facilities common to a project as a whole (such as roads, walks, paved areas, fences, guard towers, railroads, port facilities, etc.). But, excludes buildings, structures, utilities, special equipment/process systems, and demolition, tunneling, and drilling that are a significant intermediate or end products of the project. (DOE G 413.3-21)	Cost Estimation application for projects in support of product oriented Work Breakdown Structures.
303.	Indefinite-Delivery Contract	ID (contract)	A <i>contract</i> that may be used to acquire supplies and/or services when the exact times and/or exact quantities of future deliveries are not known at the time of contract award. There are three types: definite quantity; requirements; and indefinite quantity. (as described at FAR 16.501-2(a))	
304.	Indefinite-Quantity Contract	IQ (contract)	An <i>indefinite-delivery contract</i> that provides for an unspecified quantity, within stated limits (minimum and maximum), of supplies or services to be furnished during a fixed period, with deliveries or performance to be scheduled by placing orders with the contractor. (as described at FAR 16.504(a))	
305.	Independent (office or entity)		An office or entity that is not under the supervision, direction, or control of the sponsor responsible for carrying out the project's development or acquisition. (DOE O 413.3B)	
306.	Independent Assessment		An evaluation conducted by individuals within the organization or company but independent from the work or process being evaluated, or by individuals	

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#	Term	Acronym	Definition(s)	Notes / Comments
			from an external organization or company. (DOE G 414.1-1B)	
307.	Independent Cost Assessment	ICA	An outside evaluation of a program's <i>cost estimate</i> that examines its quality and accuracy, with emphasis on specific cost and technical risks, it involves the same procedures as those of the program estimate but using different methods and techniques (Derived from GAO-09-3SP, p188 (list of types of cost reviews))	
308.	Independent Cost Estimate	ICE	A <i>cost estimate</i> , prepared by an organization independent of the project sponsor, using the same detailed technical and procurement information to make the project estimate. It is used to validate the project estimate to determine whether it is accurate and reasonable. (DOE O 413.3B)	
309.	Independent Cost Review	ICR	An independent evaluation of a project's cost estimate that examines its quality and accuracy, with emphasis on specific cost and technical risks. It involves the analysis of the existing estimate's approach and assumptions. (DOE O 413.3B)	
310.	Independent Government Cost Estimate	IGCE	The government's <i>estimate</i> of the resources and its projected costs that a contractor would incur in the performance of a contract. These costs include direct costs such as labor, supplies, equipment, or transportation and indirect costs such as labor overhead, material overhead, as well as general and administrative expenses, profit or fee. (Refer to FAR 36.203 and FAR 15.406-1.) (DOE O 413.3B)	
311.	Independent Project Review	IPR	A <i>project management</i> tool that serves to verify the project's mission, organization, development, processes, technical requirements, baselines, progress and/or readiness to proceed to the next successive phase in DOE's Acquisition Management System. (DOE O 413.3B)	
312.	Indirect Cost		1. Indirect cost means any cost not directly identified with a single final cost objective, but identified with two or more final cost objectives or with at least one intermediate cost objective. (FAR 2.101) 2. <i>Costs</i> incurred for common or joint objectives which cannot be identified with a particular activity or project. Also may be called "Burden". (DOE G 413.3-21)	
313.	Indirect Cost Allocation Base		The base used to calculate indirect <i>cost rates</i> . It should be selected so as to permit allocation indirect costs on the basis of the benefits accruing to the several cost objectives. (FAI Glossary)	
314.	Inflation		The proportionate rate of change in the general price level, as opposed to the proportionate increase in a specific price. Inflation is usually measured by a broad-	

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			based price index, such as the implicit deflator for the Consumer Price Index. (OMB Circular A-94, App A)	
315.	Influence Diagram		A graphical aid to decision making under uncertainty. It depicts what is known or unknown at the time of making a choice, and the degree of dependence or independence (influence) of each variable on other variables and choices. A chart that depicts how a set of influencers may affect outcomes. Influence diagrams are commonly used to draw a correlation between a particular project component or requirement, and the stakeholder with the greatest ability to provide positive or negative impact. (DOE G 413.3-7A / DOE G 413.3-21 and PMCDP Glossary)	
316.	Infrastructure		All <i>real property</i> , installed equipment, and related real property that is not solely supporting a single program mission at a multi-program site or that is not programmatic real property at a single program site. (DOE O 430.1B)	
317.	Initial Acquisition Cost		The Total Estimated Cost (TEC) at project completion or purchase price for a building trailer, or Other Structure and Facility (OSFs) including land, improvements to land, and landscaping completed at installation. [Facilities Information Management System (FIMS) User's Guide]	
318.	Initial Operating Capability	IOC	The first attainment of a system, component, or equipment of the ability to perform its intended function or meet required or specified characteristics in the operating environment. (Derived from DoD Dictionary and DOE G 413.3-4A)	
319.	Institutional Controls		Non-engineering measures intended to affect human activities in such a way as to prevent or reduce exposure to hazardous substances. Institutional controls are almost always used in conjunction with, or as a supplement to, other measures such as waste treatment or containment. There are four categories of institutional controls: governmental controls; proprietary controls; enforcement and permit tools with institutional controls components; and information devices. As used in Order 430.1B, institutional controls are those governmental controls such as deed notifications, easements, use restrictions, leases and other property interests that are inventoried as records and notes in records in the Facilities Information Management System. (see the Environmental Protection Agency's Comprehensive Environmental Response, Compensation and Liability Act policy definition and DOE O 430.1B)	
320.	Institutional	IGPP	Miscellaneous minor (i.e., up to \$5 million new	The 2009 Omnibus

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#	Term	Acronym	Definition(s)	Notes / Comments
	General Plant Project		construction of a general institutional nature benefiting multiple cost objectives and required for general purpose site-wide needs. IGPPs do not include projects whose benefit can directly be attributed to a specific or single program. IGPPs are consistent with the General Plant Project threshold and capitalization criteria in the DOE Accounting Handbook, Chapter 10. Example IGPP projects are multi-programmatic/interdisciplinary scientific laboratory, institutional training facility, site-wide maintenance facilities and utilities, new roads, multi-programmatic office space, multi-programmatic facilities required for “quality of life” improvements, and replacement or upgrade to a core utility, land, and facility that is no longer reliable. (DOE O 430.1B)	Appropriations Act (Section 310) raised the minor construction limit to \$10M from \$5M.
321.	Integrated Baseline Review	IBR	<p>An evaluation to help program managers fully understand the detailed plan to accomplish program objectives and identify risks so they can be included in the risk register and closely monitored. The purposes of the IBR are to verify as early as possible whether the performance measurement baseline is realistic and to ensure that the contractor and government (or implementing agency) mutually understand program scope, schedule, and risks. To do this, the IBR assesses the following risks:</p> <ul style="list-style-type: none"> • Is the technical scope of the work fully included and consistent with authorizing documents? • Are key schedule milestones identified and does the schedule reflect a logical flow? • Are resources involving cost—budgets, facilities, skilled staff—adequate and available for performing assigned tasks? • Are tasks well planned and can they be measured objectively relative to technical progress? • Are management processes in place and in use? <p>OMB requires the government to conduct an IBR, or equivalent, for all programs in which EVM is required. (Derived from GAO-09-3SP; p 231 and NDIA IPMD IBR Guide)</p>	.
322.	Integrated Facilities and Infrastructure	IFI	A crosscut budget exhibit developed in conjunction with the Department’s budgeting process to ensure sustained improvement in real property management. It constitutes the resources required to implement a Ten-Year Site Plan. The IFI budget also includes reports on direct maintenance and an estimate of indirect maintenance and repair funding requirements.	

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			(DOE O 430.1B)	
323.	Integrated Master Plan	IMP	An event-based plan consisting of a hierarchy of program events with each event being supported by specific accomplishments, and each accomplishment associated with specific criteria to be satisfied for its completion. The IMP is normally part of the contract and thus contractually binding (DoD contracts). (DoD IMP/IMS Preparation and Use Guide)	
324.	Integrated Master Schedule	IMS	An integrated and networked multi-layered <i>schedule</i> of program tasks required to complete the work effort captured in a related IMP. The IMS should include all IMP events and accomplishments and support each accomplishment closure criteria. (DoD DAU)	
325.	Integrated Project Team	IPT	A cross-functional group of individuals organized for the specific purpose of delivering a project to an external or internal customer. It is led by a Federal Project Director. The IPT is accountable for planning, budgeting, procurement and life-cycle management of the investment to achieve its cost, schedule, and performance goals. Team skills include: budgetary, financial, capital planning, procurement, user, program, architecture, earned value management, security, and other staff as appropriate. (combined from DOE O 413.3B and OMB A-11)	
326.	Integrated Safety Management	ISM	Systematic unification of the protection of public, workers, and the environment into management and work practices at all levels. The fundamental premise of ISM is that accidents are preventable through early and close attention to safety, design, and operation, and with substantial stakeholder involvement in teams that plan and execute the project, based on appropriate standards. (modified from DOE G 450.4-1C)	
327.	Integrated Safety Management Plan	ISMP	See <i>ISM SDD</i> . Term in DOE O 413.3B superseded by new DOE O 450.2.	
328.	Integrated Safety Management System	ISMS	The application of <i>ISM</i> to a project or activity. (from DOE O 413.3B)	
329.	Integrated Safety Management System Description Document	ISM SDD	A document specifying the process for implementing <i>ISM</i> on the project. See ISMS and ISM. ISM SDD must be consistent with the hazards and complexity of the facilities and work performed. Furthermore, this document must clearly describe how ISM Guiding Principles and Core Functions (see DOE P 450.4A) have been applied and how relevant safety goals and objectives are established, documented, and implemented. (DOE O 450.2)	Previously called <i>ISM Plan</i> (Requires DOE O 413.3B update for the term)
330.	Integration Strategy		Strategy for integrating with other organization and/or projects that address shared needs or concerns such as	

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#	Term	Acronym	Definition(s)	Notes / Comments
			shared facilities, site access requirements, utility demands, security concerns, etc. (PMCDP Glossary)	
331.	Integration Testing		An examination or trial which combines previously examined units and examines them as a group, as a system or parts of a system. (modified from PMCDP Glossary)	
332.	Internal Re-planning/Changes		A component of a Budget Change Request (BCR). Re-planning actions for remaining work scope. A normal program control process accomplished within the scope, schedule, and cost objectives of the project's Performance Measurement Baseline (PMB). (ANSI/EIA 748)	
333.	Internal Risks		<i>Risks</i> that the project has direct control over, such as organizational behavior and dynamics, organizational structure, resources, performance, financing, and management support. (DOE G 413.3-7A and DOE G 413.3-21)	
334.	International Standardization Organization 9000	ISO 9000	Internationally recognized voluntary quality management standard developed by the International Organization for Standardization that has been adopted by DOE. Organizations that utilize ISO 9000 approaches seek to ensure their an organization can repeatedly deliver products or services by adhering to eight guiding principles: customer focus; leadership; involving people; process approach; system approach to management; continual improvement; factual approach to decision making; and, mutually beneficial supplier relationships. (modified PMCDP Glossary)	
335.	International Standardization Organization 14001		Internationally recognized voluntary environmental management system standard that provides organizations with the elements of an effective environmental management system that can be integrated with other management requirements to help organizations to achieve environmental and economic goals. [DOE G 450.1-1]	
			J	
			K	
336.	Key Performance Parameter	KPP	A vital characteristic, function, requirement or design basis that if changed, would have a major impact on the facility or system performance, scope, schedule, cost and/or risk, or the ability of an interfacing project to meet its mission requirements. A parameter may be a performance, design, or interface requirement. Appropriate parameters are those that express performance in terms of accuracy, capacity, throughput, quantity, processing rate, purity, reliability, sustainability, or others that define how well a system,	

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			facility or other project will perform. In aggregate, KPPs comprise the scope of the project. For a typical project, the expectation is for about 3-5 succinct and, measurable KPPs to be identified. (ICE-ICR SOP, DOE O 413.3B, DOE G 413.3-4)	
337.	Key Risks		Key <i>risks</i> are a set of <i>risks</i> considered to be of particular interest to the project team. These key risks are those estimated to have the most impact on cost and schedule and could include project, technical, internal, external, and other sub-categories of risk. For example on a nuclear design project, the risks identified using the <i>Risk Assessment</i> process may be considered a set of key risks on the project. Key risks should be interpreted to have the same meaning as Critical Risks as referred in DOE O 413.3B. (DOE G 413.3-7A and DOE G 413.3-21)	
338.	Known Risks		All <i>risks</i> (positive or negative) that have been identified. (PMCDP Glossary)	
			L	
339.	Lag		A schedule development technique in which the logical relationship between two activities is modified so that the dependent activity cannot start until a given amount of time after its predecessor activity finishes. (PMCDP Glossary)	
340.	Late Finish (Time/Date)	LF	In the <i>critical path method</i> , represents the latest possible point in time (date) in which the project activity can be completed based on the <i>schedule network logic</i> and/or any <i>schedule constraints</i> , etc., without violating a schedule constraint or delaying the project completion date. (PMCDP Glossary)	
341.	Late Start (Time/Date)	LS	In the <i>critical path method</i> , represents the latest possible point in time (date) in which the project activity can start based on the <i>schedule network logic</i> and/or any <i>schedule constraints</i> , etc., without violating a schedule constraint or delaying the project completion date. (PMCDP Glossary)	
342.	Lead Program Secretarial Office	LPSO	A <i>Program Secretarial Office</i> that is responsible for implementation of policy promulgated by Headquarters staff and support organizations for a field office. The LPSO owns the site, manages its own program projects, and acts as a host for tenant Cognizant Secretarial Offices/PSOs by providing facility and/or infrastructure support. (DOE O 430.1B)	
343.	Leadership in Energy and Environmental Design	LEED®	The nationally accepted benchmark for the design, construction, and operation of high-performance green buildings, developed by the US Green Building Council (USGBC), LEED® promotes a whole building approach to sustainability by recognizing performance	

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#	Term	Acronym	Definition(s)	Notes / Comments
			in key areas of human health and environmental impacts. (developed from USGBC and related sources)	
344.	Lean Six Sigma		A synergized managerial concept of <i>Six Sigma</i> that results in the elimination of the seven kinds of wastes (classified as Transportation, Inventory, Motion, Waiting, Overproduction, Over-Processing, and Defects) and provision of goods and services at a rate of 3.4 defects per million. (PMCDP Glossary)	
345.	Lessons Learned		The project management related input and output device that represents the knowledge, information or instructional knowledge that have been garnered through the process of actually completing the ultimate performance of the respective project. Lessons learned are valuable because they will benefit future endeavors and ideally prevent any negative happenings from taking place in the future. Formal or informal set of "learning" collected from project or program experience that can be applied to future projects or programs after a risk evaluation. Lessons learned can be gathered at any point during the life of the project or program. (DOE O 413.3B, DOE G 413.3-7A and DOE G 413.3-21)	
346.	Level-of-Effort	LOE	Baseline scope of a general or supportive nature for which performance cannot be measured or is impracticable to measure using activity-based methods. Resource requirements are represented by a time-phased budget scheduled in accordance with the time the support will likely be needed. The value is earned by the passage of time and is equal to the budget scheduled in each time period. (DOE G 413.3-7A and DOE G 413.3-21)	
347.	Life Cycle	LC	A complete array of stages that comprise an asset's period of existence including planning through acquisition, operation, maintenance, remediation, long term stewardship and disposition. See life-cycle cost analyses. [derived from DOE O 430.1B, DOE G 433.1-1, DOE G 450.4-1B and DOE G 413.3-21)]	
348.	Life-Cycle Cost Analysis	LCCA	Assessment of the direct, indirect, recurring, nonrecurring, and other related <i>costs</i> incurred or estimated to be incurred in the design, development, production, operation, maintenance, support, and final disposition of a major system over its anticipated useful life span. LCCA considers all costs (capital, operating, and decommissioning expenses for the duration of a project) for various alternative approaches, including inflation and discount rates. (DOE G 413.3-21)	
349.	Life-Cycle Cost Estimate	LCCE	A documented statement of <i>costs</i> to be incurred to complete all stages of a project from planning through	

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#	Term	Acronym	Definition(s)	Notes / Comments
			acquisition, maintenance, operation, remediation, disposition, long-term stewardship, and disposal. The results of a LCCA. (derived from DOE G 413.3-21 and DOE O 430.1B)	
350.	Life-Cycle Cost(s)	LCC	The total <i>cost</i> to the Government of acquiring, operating, supporting, and (if applicable) disposing of the items being acquired. The sum total of all direct, indirect, recurring, nonrecurring and other related costs incurred or estimated to be incurred in the planning, design, development, procurement, production, operations and maintenance (periodic or continuing), support, recapitalization and final disposition of real property over its anticipated life span for every aspect of the program, regardless of funding source. (Derived from OMB, DOE G 413.3-21, DOE G 413.3-13, DOE O 413.3B and ICE-OCR SOP). See Figure 3-10.	
351.	Line Item Project		A distinct design, construction, betterment or fabrication activity, effort or project for which Congress will be requested to authorize and appropriate specific funds (capital and/or operating), and where the resulting asset (structure, equipment, facility, product, system or plant) has an estimated useful life of two years or more. A full-scale test asset or other pilot/prototype asset primarily constructed for experimental or demonstration purposes, but planned to continue to operate beyond the experimental or demonstration phase is included in this definition. Budget requests for these projects require a supporting PDS regardless of funding type. (DOE O 413.3B)	
352.	Lines of Inquiry	LOIs	An ordering of questions so as to develop a particular argument. Specifically, for use on DOE projects, LOIs are questions or specific items, areas, or topics to be reviewed, developed as part of a structured review, such as an <i>EIR</i> , <i>IPR</i> , or <i>peer review</i> . (APM)	
353.	Long-Lead Procurement		Equipment, services and/or materials that must be procured well in advance of the need because of long delivery times. If long-lead procurements are executed prior to CD-3 approval for the project, this may be designated as CD-3A and require a stand-alone decision by the AE, outside of the CD process. (DOE O 413.3B)	Other considerations: 1. A budget document, such as a PDS, should be submitted within the budget process requesting construction funds to procure long lead items or indicating the use of PED funds for long-lead procurement. 2. If the long-lead item is nuclear safety-related or nuclear safety-related equipment,

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				safety document maturity must also be considered.
354.	Long-Term Stewardship		The physical controls, institutions, information and other mechanisms needed to ensure protection of people and the environment at sites where DOE has completed or plans to complete cleanup (e.g., landfill closures, remedial actions, removal actions, and facility stabilization). This concept includes land-use controls, monitoring, maintenance, and information management. (DOE O 430.1B)	
355.	Low Fidelity		A representative of the component or system that has limited ability to provide anything but first-order information about the end product. Low fidelity assessments are used to provide trend analysis. (DOE G 413.3-4A)	
			M	
356.	Maintenance		<p>Day to day work that is required to sustain property in a condition suitable for it to be used for its designated purposes, including preventive, predictive, and corrective maintenance. Maintenance costs and work do not include the following.</p> <ul style="list-style-type: none"> • Regularly scheduled janitorial work such as cleaning, and preserving facilities and equipment. • Work performed in relocating or installing partitions, office furniture, and other associated activities. • Work usually associated with the removal, moving, and placement of equipment. • Work aimed at expanding the capacity of an asset or otherwise upgrading it to serve needs different from or significantly greater than those originally intended. • Improvement work performed directly by in-house workers or in support of construction contractors accomplishing an improvement. • Work performed on special projects not directly in support of maintenance or construction. • Non-maintenance roads and grounds work such as grass cutting and street sweeping. (DOE O 430.1B) 	
357.	Major Item of Equipment	MIE	Capital <i>equipment</i> not related to a specific construction project. In most cases, capital equipment is installed with little or no installation or construction cost. However, in cases where the equipment requires provision of foundations, utilities, structural	

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			modifications, and/or additions to a building, the project can be defined as MIE. The associated construction activities must not constitute more than 20 percent of the costs of the equipment or exceed the GPP threshold established by Congress. (DOE O 413.3B)	
358.	Major System	MS	A <i>project</i> or system of projects having a <i>total project cost</i> of \$750 million or greater or designated by the Deputy Secretary as a major system. (DOE G 413.3-21)	
359.	Major System Project	MSP	A <i>project</i> with a <i>TPC</i> of greater than or equal to \$750M or as designated by the Deputy Secretary. (DOE O 413.3B)	
360.	Management & Operating Contract	M&O (contract)	<ol style="list-style-type: none"> 1. An agreement under which the Government contracts for the operation, management, or support, on its behalf, of a Government-owned or -controlled research, development, special production, or testing establishment wholly or principally devoted to one or more major programs of the contracting Federal agency. (FAR 17.60) 2. A special contracting method used by agencies with requisite contracting authority and subject to the requirements of FAR 17.6 (and for DOE DEAR 970). (EFCOG) 	
361.	Management & Operating	M&O	Contracting Organization responsible for executing for a government site or grouping of facilities functions such as construction, repairs, physical plant operations, maintenance, equipment and systems stewardship, project and activity management, program and service personnel management, decommissioning, and waste management. (Derived from FAR). See Management and Operating Contract.	See DOE Acquisition Guide Chapter 17.6 for more background on M&Os.
362.	Management Reserve	MR	<ol style="list-style-type: none"> 1. Management reserve is an amount of the total contract budget withheld for management control purposes by the contractor. (DOE AG Chapter 43.3) 2. Management Reserve is an amount of the total contract budget withheld for management control purposes by the contractor for unexpected growth within the currently authorized work scope, rate changes, risk and opportunity handling, and other project unknowns. It is held outside the Performance Measurement Baseline but within the Contract Budget Base unless there is an OTB. (ANSI/EIA-748C). 	
363.	Matrix Project Organization (weak, balanced)		An organizational structure in which the project manager shares responsibility with functional managers to assign priorities and direct the work of persons	

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	and strong)		assigned to a project. In a weak matrix, power rests primarily with the functional manager and the project manager serves as a coordinator. In a balanced matrix, power is equally shared between the functional manager and the project manager. In a strong matrix, power rests with the project manager. (PMCDP Glossary)	
364.	Mean		The measure of central tendency most commonly used in contract pricing. To calculate the mean, sum all observations in a data set and divide by the total number of observations involved. AKA: average (FAI Glossary)	
365.	Median		The numerical value in a data set that separates the higher half of a sample from the lower half – it is the “middle value.” In an odd-numbered data set, the median would represent the mid-range value. In an even-numbered data set, the median would represent the average value of the two middle most variables. (PMCDP Glossary)	
366.	Minor Construction Threshold		The Minor Construction Threshold caps the amount of “operation and maintenance” funds or “facilities and infrastructure” funds authorized by a DOE national security authorization the may be spent on “General Plant Projects” (GPP) defined as minor construction on projects that are not specifically authorized by law. (DOE General Counsel Guidance, 3-19-2010)	
367.	Milestone		Any significant or substantive point, time or event of the project. Milestones typically refer to points at which large schedule events or series of events have been completed, and a new phase or phases are set to begin. (DOE O 413.3B)	
368.	Mission Essential Real Property Assets		Those facilities and infrastructure assets that directly contribute to accomplishment of the program assigned missions or mitigation of environmental, safety, or health issues, which if not available, would adversely impact the mission. (DOE O 430.1B)	
369.	Mission Need Statement	MNS	The primary document supporting the AE's decision to initiate exploration of options to fulfill a capability gap including but not limited to acquisition of a new capital asset. The mission need statement document identifies a capability gap between the current state of the program's mission and the mission plan. It is the first step in the identification and execution of a DOE project. It should describe the general parameters of the solution and why it is critical to the overall accomplishment of the Department's mission, including the benefits to be realized. The mission need statement is NOT an engineering study or a proposed	

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			solution to a capability gap in the mission. It should not be defined by equipment, facility, technological solution, or physical end-item. This approach allows the program office the flexibility to explore a variety of solutions and not limit potential solutions. (derived from DOE O 413.3B, DOE G 413.3-17, and PMCDP Glossary)	
370.	Mitigation (Mitigate)		Technique to eliminate or lessen the likelihood and/or consequence of a <i>risk</i> . (DOE O 413.3B)	
371.	Mitigation Strategy		The <i>risk handling strategy</i> used to eliminate or lessen the likelihood and/or consequence of a risk. (DOE G 413.3-7A)	
372.	Mode		The most frequent value or variable that occurs within a data set. (PMCDP Glossary)	
373.	Monitor and Control Risks		Part of the PMI's Project Risk Management Process. The Monitor and Control Risks process is the process of implementing risk response plans, identifying news risks and monitoring residual risks, and evaluating the risk process throughout the project. (PMCDP Glossary)	
374.	Monte Carlo Analysis		A method of calculation that approximates solutions to a variety of mathematical problems by performing statistical sampling experiments on a computer; applies to problems with no probabilistic content as well as to those with inherent probabilistic structure. (G 413.3-7A)	
375.	Monte Carlo Simulation		See <i>Monte Carlo Analysis</i> .	Common term. Either is acceptable.
376.	Multi-Modal Distributions		A <i>probability distribution</i> in which multiple modes occur, causing the curve of the distribution to have multiple peaks. (PMCDP Glossary)	
			N	
377.	National Environmental Protection Act	NEPA	Primary legislation that that established a U.S. national policy promoting the enhancement of the environment and established the President's Council on Environmental Quality. (PMCDP Glossary)	
378.	Net Present Value	NPV	The difference between the discounted present value of benefits and the discounted present value of costs. (OMB Circular A-94, App A)	
379.	Network Diagram		Any form of schematic display of the logical relationships among the different project schedule activities. Network diagrams are always drawn from left to right to reflect chronology. (PMCDP Glossary)	
380.	Network Logic		The collection of activity dependencies that makes up a project network diagram. (DOE G 413.3-21)	
381.	Neural Network		Information processing paradigm inspired by the way biological neural systems process data. (DOE G 413.3-7A)	

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#	Term	Acronym	Definition(s)	Notes / Comments
382.	Nominal Interest Rate		A rate that is not adjusted to remove the effects of actual or expected inflation. Market interest rates are generally nominal interest rates. (DOE G 413.3-21)	
383.	Non-Advocate Review	NAR	Performed by experienced but independent internal non-advocate staff, it ascertains the adequacy and accuracy of a program's estimated budget; assesses the validity of program scope, requirements, capabilities, acquisition strategy, and estimated life-cycle costs. (Derived from GAO-0903SP, p.188)	
384.	Non-Destructive Examination	NDE	The evaluation of an item (e.g., weld, component part, material) to determine if the item meets specifications without affecting the serviceability of the item itself. (Derived from NDT Testing and Training Center)	
385.	Non-Destructive Testing	NDT	Quality control test procedures that examines the integrity (or lack, thereof) of materials, components or systems without causing damage to them. Nondestructive testing is, simply stated, exactly what its name implies - testing without destroying - to investigate the material integrity of the test object. More specifically, a nondestructive test is an examination of an object, material or system in any manner, which will not impair its future usefulness. (NDT Testing and Training Center)	
386.	Non-Developmental Item	NDI	Any previously developed item of supply used exclusively for governmental purposes by a Federal agency, a State, or local government that requires only minor modifications or modifications of a type customarily available in the commercial marketplace. (OMB A-11 CPG)	
387.	Non-Major System Project		Any <i>project</i> with a <i>TPC</i> less than \$750M.(DOE O 413.3B)	
388.	Non-Management and Operating Contract	non-M&O	A binding agreement between the Government and a contractor to provide a service, commodity or construct a facility or facilities. A non-M&O contract is different from an M&O contract in that M&O contracts have terms and conditions not typically found in non-M&O contracts. (DOE G 413.3-20)	
389.	Non-Reactor Nuclear Facility		A facility, activity, or operation that involves or will involve radioactive and/or fissionable materials in such a form and quantity that a nuclear or a nuclear explosive hazard potentially exists to workers, the public, or the environment, but does not include accelerators and their operations and does not include activities involving only incidental use and generation of radioactive materials or radiation such as check and calibration sources, use of radioactive sources in research and experimental and analytical laboratory activities, electron microscopes, and X-ray machines.	

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#	Term	Acronym	Definition(s)	Notes / Comments
			(10 C.F.R. § 830.3)	
390.	Normal Distribution		A <i>probability</i> distribution of many random variables that takes the form of a symmetrical bell-shaped graph. A normal distribution plots all of its values in a symmetrical fashion, usually by frequency of occurrence, and most of the results are situated around the probability's mean – values are likely to plot either above or below the mean. (PMCDP Glossary)	
391.	Nuclear Facility		1. A reactor, or a <i>nonreactor nuclear facility</i> , where an activity is conducted for or on behalf of DOE and includes any related area, structure, facility, or activity to the extent necessary to ensure proper implementation of the requirements established by 10 CFR 830. (10 C.F.R. § 830.3) 2. Radiological facilities as well as Hazard Category I, II, and III facilities (as defined in DOE STD 1027) all fit the definition of a nuclear facility. (DOE O 410.1)	
			O	
392.	Objective Review		Evaluation based on set criteria; a checklist approach to reviewing. (DOE G 413.3-21)	
393.	Objective Reviews		A very structured approach using checklists and grading systems, which address consistency of projects estimated or procedures followed. Objective reviews may also indicate a minimum acceptable level of quality. (DOE G 413.3-21)	
394.	Office of Acquisition and Project Management	OAPM/APM	DOE organization responsible for oversight of project and contract management, including property management and financial assistance; cost estimating; and policy development. APM frequently used for OAPM. (PMCDP Glossary)	
395.	Office of Engineering and Project Management	OECM	Predecessor to OAPM; old term.	Included for reference as OECM still appears in many Orders. Guides and other documents.
396.	Office of Management and Budget	OMB	The largest office within the Executive Office of the President of the United States. It's primary purpose is to assist the President prepare the Federal budget, and is also responsible for measuring the effectiveness of agency programs, policies, and procedures to see if they comply with the President's policies. (PMCDP Glossary)	
397.	OMB Circular A-11		This circular is the prime directive Federal agencies must follow when preparing, submitting, and executing the Federal budget. (PMCDP Glossary)	
398.	OMB Circular A-76		This circular establishes Federal policy for the competition of commercial activities. In relation to project management, this circular stipulates that	

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			projects should be performed in the most efficient and cost effective way regardless of whether the work performed is with government employees or contract personnel. (PMCDP Glossary)	
399.	OMB Circular A-94		This circular provides general guidance for conducting benefit-cost and cost-effectiveness analyses, and provides specific guidance on the discount rates to be used in evaluating Federal programs whose benefits and costs are distributed over time. (PMCDP Glossary)	
400.	OMB Circular A-130		This circular establishes the policies Federal agencies must follow for the management of federal information resources.(PMCDP Glossary)	
401.	OMB Circular A-131		Circular that requires Federal Departments and Agencies to use value engineering (VE) as a management tool, where appropriate, to reduce program and acquisition costs. (OMB Website - A-131)	
402.	OMB Exhibit 300		OMB Exhibit 300 represents an agency's capital asset plan and business cases to justify each request for a major information technology investment and non-information technology capital acquisitions. It is thus a tool that assists OMB and agencies to identify poorly planned or performing investments. Each year, agencies are required to submit these plans to the OMB. The exhibit's content should reflect controls that have been developed to ensure good project management, to include identified cost, schedule, and performance goals. (PMCDP Glossary)	
403.	One-Point Estimate		A single <i>estimate</i> developed for an activity cost or duration. (PMCDP Glossary)	
404.	Operating Expense	OE	Expense funded activities such as repair, maintenance or alterations that are part of routine <i>operations and maintenance</i> functions. (DOE O 413.3B)	
405.	Operating Funds		Monies/cash required to cover operating expenses. (PMCDP Glossary)	
406.	Operation		An ongoing endeavor or activity that uses strategic assets for a defined function or purpose. Operations (or operating) activities and projects differ primarily in that operations are ongoing and repetitive while projects are temporary and unique endeavors that produce a unique product, service or result. (DOE G 413.3-21 and PMCDP Glossary)	
407.	Operation Activities		Non-CAP work scope that includes treatment, stabilization, packaging, storage, transportation and disposition of waste and nuclear materials; environmental operations; long-term environmental stewardship; and facility shutdown and deactivation activities. (EM Operation Activities Protocol, 2-28-2012)	EM Operational Activities Protocol

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408.	Operational Environment		Environment that addresses all of the operational requirements and specifications required of the final system to include platform/packaging. (DOE G 413.3-4, -12)	
409.	Operational Readiness Review	ORR	A disciplined, systematic, documented, performance-based examination of facilities, equipment, personnel, procedures and management control systems for ensuring that a facility can be operated safely within its approved safety envelope as defined by the facility safety basis plan. The ORR provides the basis for the Department to direct startup or restart of the facility, activity or operation. The ORR scope is defined based on the specifics of the facility and/or the reason for the shutdown as related to a minimum set of core requirements. A graded approach will be used in defining the depth of the Operational Readiness Review based on these core requirements. [DOE O 413.3B and DOE O 5480.31] [EH62dd1]	
410.	Operational Readiness Review/ Assessment	ORR/RA	A disciplined, systematic, documented, performance-based examination of facilities, equipment, personnel, procedures, and management control systems to ensure that a facility will be operated safely within its approved safety envelope as defined by the facility safety basis. (DOE G 450.4-1B)	
411.	Opportunity		<i>Risk</i> with positive benefits.(DOE G 413.3-7A and DOE G 413.3-21)	
412.	Optimization		A technique that analyzes a system to find the best possible result. Finding an optimum result usually requires evaluating design elements, execution strategies and methods, and other system inputs for effect on cost, schedule, safety, or some other set of outcomes or objectives; employs computer simulation and mathematical modeling. (DOE G 413.3-21)	
413.	Orders (DOE)		Part of the DOE directives system, these documents are the prevailing means by which DOE identifies management objectives which are requirements for DOE personnel and when containing Contractor Requirements Documents that are incorporated into contracts, they become requirements for DOE contractors. (Adapted from DOE Directives Website)	
414.	Organizational Breakdown Structure	OBS	A tool that can be used by the project management team and/or project management team leader in a hierarchal manner for the purposes of conducting and creating a thorough and clearly delineated depiction of the project organization for the purposes of the identification of responsibility within the project. The CAM is typically the lowest level of the OBS. The OBS should be established at the onset of the project to	

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			help in the purposes of organization; however, it is possible to conduct this in an ongoing basis. (APM)	
415.	Other Direct Cost	ODC	<p>An ODC is a cost that can be identified specifically with a final cost objective that the contractor does not treat as a direct material cost or a direct labor cost. There are several additional direct costs that can be proposed by the contractor. These additional costs include:</p> <ul style="list-style-type: none"> • Special tooling, test equipment; • Computer services; • Consulting services; and • Travel. • Federal excise taxes; • Royalties; • Preservation, packaging, and packing costs; and • Preproduction costs. <p>(APM ICE-ICR SOP)</p>	<p>In some cost estimates, other Government direct costs are listed as a separate call out, not to be confused with contractor ODCs.</p> <p>EFCOG proposes change to Gov't ODCs. Contractor could have ODCs also - see Gov't Direct Costs.</p>
416.	Other Project Cost	OPC	<p><i>Cost</i> category for all other <i>costs</i> related to a <i>project</i> that are not included in the <i>TEC</i>. OPCs will include, but are not limited to: research and development; conceptual design and conceptual design report; startup and commissioning costs; NEPA documentation; PDS preparation; siting; and permitting requirements. (modified from DOE O 413.3B)</p>	
417.	Outcome Measure		<p>Determination and evaluation of the results of an activity, plan, process, or program and their comparison with the intended or projected results. Outcome measure indicates progress against achieving the intended result of a program. (adapted from PMCDP Glossary)</p>	
418.	Outlier		<p>In statistics, an outlier represents an observation/data point that is numerically distant and appears to deviate significantly from that of other members of the data set in which it occurs. (PMCDP Glossary)</p>	
419.	Output Measure		<p>A type of measure, specifically the tabulation, calculation, or recording of activity or effort usually expressed quantitatively. Outputs describe the level of activity that will be provided over a period of time. Outputs refer to the activities or products of a program. While output measures can be useful, there must be a reasonable connection between outputs used as performance indicators and outcomes. Agencies should select output measures based on evidence supporting the relationship between outputs and outcomes, or in the absence of available evidence, based on a clearly established argument for the logic of the relationship. (OMB A-11 CPG)</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
420.	Over Target Baseline	OTB	A project management tool that may be implemented when the cost overrun to the CBB is formally incorporated into the PMB for management purposes. An OTB is implemented to regain an executable baseline for performance measurement; there is no change to the contract requirements or schedule. The CBB does not change when an OTB is implemented. An OTB allows project managers to retain visibility into the original CBB while measuring performance when a contract experiences an overrun. In an overrun condition, the revised TAB is equal to the sum of CBB and the recognized overrun. [Note: Contractor OTBs require DOE approval] (Adapted from DoD OTB and OTS Guide) See Figures 3-4A, 3-4D and 3-14.	Also see: DOE AG Chapter 43.3.
421.	Over Target Schedule	OTS	A condition where the baseline schedule is time-phased beyond the contract's project completion date. While an OTS may be implemented without adding additional budget, normally an OTS also results in an OTB. (Source: DoD OTB and OTS Guide; DOE G 413.3-20) See Figure 3-14.	
422.	Overhead		1. Indirect costs other than those related to general and administrative expense and selling expenses. (FAR 31.203(b)) 2. A general term often used to identify any indirect cost. (FAI Glossary)	
423.	Overlapping Project Phase Relationship		Project activities in which one phase may start prior to the completion of the previous phase. (modified from PMCDP Glossary)	
424.	Overtime		Time worked by a contractor's employee in excess of the employee's normal workweek. (FAR 22.103-1)	
425.	Overtime Premium		The difference between the contractor's regular rate of pay to an employee for the shift involved and the higher rate paid for overtime. It does not include shift premium. (FAR 22.103-1)	
			P	
426.	Parametric Estimate		Assessment of the most likely quantitative result based on past performance or results using organizational process elements (e.g., historical data). (compiled from PMCDP and DOE G 413.3-21)	
427.	Parametric Estimating		An <i>estimating</i> technique in which organizational process assets (i.e., historical data, etc.) are used to form project/activity estimates based on past performance or results. (PMCDP Glossary)	
428.	Pareto Principle (80/20 rule)		This method predicts that 80% of the impact on a project will come from the top ranked 20% of risks. This principle helps the project team to identify the most critical 20% of risks. (modified from PMCDP Glossary)	

#	Term	Acronym	Definition(s)	Notes / Comments
429.	Peer Review (Office of Science Term)		<p>Independent assessments of the scientific merit of research by experts having knowledge of the research area equal to that of the performers of the work. The DOE Office of Science peer review process evaluates the following listed criteria:</p> <ul style="list-style-type: none"> • Scientific and/or technical merit of the project. • Appropriateness of the proposed method or approach. • Competency of the personnel and adequacy of proposed resources. • Reasonableness and appropriateness of the proposed budget. • Other appropriate relevant factors that are deemed important for the success of the project. <p>(DOE Office of Science website)</p> <p>[<u>Project Peer Reviews</u> is an adaptation of the Office of Science scientific peer review process to capital acquisition project reviews. See definition of Project Peer Review below.]</p>	
430.	Percent Complete		An <i>estimate</i> , expressed in a percent, of the amount of work that has been completed for a <i>schedule</i> activity, <i>work breakdown structure</i> component or the overall project. (PMCDP Glossary)	
431.	Perform Qualitative Risk Analysis Process		Part of the PMI's Project Risk Management Process. The Perform Qualitative Risk Analysis Process is a planning process for the purpose of looking at non-quantifiable aspects of each identified risk, and then assigning a priority to each risk based on their likelihood and potential impact. (PMCDP Glossary)	
432.	Perform Quality Assurance Process		The processes of auditing <i>quality</i> requirements to ensure appropriate quality standards and operational definitions are used. (PMCDP Glossary)	
433.	Perform Quality Control Process		The processes involved in the monitoring and documentation of the results of executing the <i>quality</i> activities to assess performance and recommend necessary changes. (PMCDP Glossary)	
434.	Perform Quantitative Risk Analysis		Part of the PMI's Project Risk Management Process. The Perform Quantitative Risk Analysis Process is a planning process in which all risks are analyzed and assigned a numeric value as it relates to the risk's potential impact to the project. Risks are generally quantified based on potential impact on budget and schedule. (PMCDP Glossary)	
435.	Performance		The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed	

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			to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. (APM)	
436.	Performance-Based Acquisition	PBA	1. An acquisition structured around the results to be achieved as opposed to the manner by which the work is to be performed. (FAR 2.101) 2. A services <i>contract</i> that: a. Describes requirements in a performance work statement; b. Uses measurable <i>performance</i> standards (i.e., terms of quality, timeliness, quantity, etc.) and the method assessing contractor performance against performance standards, (i.e., quality assurance surveillance plans; Includes <i>performance</i> incentives where appropriate. (as described at FAR 37.601)	
437.	Performance-Based Contract	PBC	See <i>Performance-Based Acquisition</i> which is the preferred term. Acquisition is the process; contract is the result.	
438.	Performance-Based Management, Contracting, and Budgeting		<i>Cost</i> and <i>performance</i> tied to quantities, establishing a baseline, and regularly reported to assess performance. (DOE G 413.3-21)	
439.	Performance Baseline	PB	The collective key <i>performance</i> , scope, cost, and schedule parameters, which are defined for all projects at CD-2. The PB includes the entire project budget (TPC including fee and contingency) and represents DOE's commitment to Congress. (DOE O 413.3B) See Figures 3-6 and 3-7.	
440.	Performance Measurement Baseline	PMB	1. The total time-phased budget plan against which project performance is measured. It is the schedule for expenditure of the resources allocated to accomplish project scope and schedule objectives, and is formed by the budgets assigned to control accounts and applicable indirect budgets. The PMB also includes budget for future effort assigned to higher level accounts, also referred to as summary level planning packages, plus any undistributed budget. Management Reserve is not included in the baseline, as it is not yet designated for specific work scope. (ANSI/EIA-748C) 2. The baseline cost that encompasses all contractor project work packages and planning packages, derived from summing all the costs from the Work Breakdown Structure. Management reserve, profit and fee are not part of the Performance Measurement Baseline. The PMB is the benchmark used within EVM systems to monitor project execution performance. (DOE O 413.3B) See Figures 3-4A–4E, and 3-7.	Contingency is not part of the contractor environment.

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#	Term	Acronym	Definition(s)	Notes / Comments
441.	Performance Metrics		<p>1. Performance measures and metrics that express work performance in terms of accuracy, capacity, throughput, quantity, processing rate, reliability, sustainability, or others that define how well an activity is performed. (DOE EM Operations Activities Protocol, February 28, 2012)</p> <p>2. Performance metrics measure and communicate progress toward achieving performance goals. The SMART test is frequently used to provide a quick reference to determine the quality of a particular performance metric: S = Specific (clear and focused to avoid misinterpretation); M = Measurable (can be quantified and compared to other data); A = Attainable (achievable, reasonable, and credible under conditions expected); R = Realistic (fits into the organization's constraints and is cost effective); and T = Timely (doable within the time frame given). [APM]</p>	
442.	Personal Property		<p>1. Property of any kind, except for real estate and interests therein (such as easements and rights-of-way), and permanent fixtures which are Government-owned, chartered, rented, or leased from commercial sources by and in custody of DOE or its designated contractors; source, byproduct, special nuclear materials, and atomic weapons as defined in section 11 of the Atomic Energy Act of 1954 (42 U.S.C. 2014), as amended; and petroleum in the Strategic Petroleum Reserve and the Naval Petroleum Reserves. (41 CFR 109)</p> <p>2. Includes all equipment, material, and supplies not classified as real property (Refer to 41 CFR Chapter 102-71). For the purposes of this order, the term excludes records of the federal government. (DOE O 580.1)</p> <p>3. For financial management purposes, personal property is generally capitalizable property that can be moved and that is not permanently affixed to and part of the real estate. Generally, items remain personal property if they can be removed without seriously damaging or diminishing the functional value of either the real estate or the items themselves. (DOE Financial Management Handbook, Ch. 10)</p>	
443.	Performance Requirement		Contract <i>requirement</i> stated in terms of performance required under the contract. (FAI Glossary)	
444.	Planned Value	PV	The time-phased budget plan for work currently scheduled, also referred to as Budgeted Cost for Work Scheduled (BCWS). (Source: ANSI/EIA 748 Current Version)	
445.	Planning Package	PP	A logical aggregation of work within a control account, usually future efforts that can be identified and	

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			budgeted, but which is not yet planned in detail at the work package or task level. Planning Packages do not have Charge Code assigned. (Source: ANSI/EIA 748 Current Version)	
446.	Plan-of-Action	POA	<p>1. A listing of activities to be performed to accomplish a given task or respond to a review finding.</p> <p>2. For nuclear projects, it can be the initiating document for a readiness review which identifies those actions required for startup or restart of a nuclear facility which as a minimum include: the readiness review team participants with their respective responsibilities and qualifications; the scope of the readiness review in terms of the topical areas to be covered (e.g., systems included, procedures, and training); a schedule of events; and status of compliance with DOE Orders. [EH62dd1] (modified from DOE HDBK-1188-2006)</p>	
447.	Plant, Property & Equipment		Tangible assets that meet the capitalization criteria, that are not intended for sale in the ordinary course of operations, and have been acquired or constructed with the intention of being used, or being available for use by the entity. Plant, property, and equipment includes site infrastructure. (DOE O 430.1B)	
448.	Policy Statements		<p>1. A top-level DOE directive which is the Department's statement of philosophy and values.</p> <p>2. For nuclear projects, provides DOE statements of safety philosophy and values. All other requirements and guidance flow from and must be consistent with the policy. It applies equally to the work of DOE Elements and the work of contractors and subcontractors conducting activities in DOE Nuclear Facilities. The DOE nuclear safety policy, currently stated in SEN-35-91, will be incorporated into the DOE directives system. The directive on nuclear safety policy will include a set of supporting topical policy statements which, when implemented, will support the nuclear safety policy. The directive on nuclear safety policy will necessarily be general and will be implemented through more specific basic nuclear, safety requirements established in DOE Regulations and Orders. [DOE N 1321-138] [EH62dd1] (DOE HDBK-1188-2006)</p>	
449.	Portfolio		A collection of <i>projects</i> or <i>programs</i> that are grouped together to facilitate effective management of that work to meet certain strategic business objectives. (PMCDP Glossary)	
450.	Precedence Diagramming		A <i>network diagramming</i> technique in which a project schedule network diagram is developed that shows the	

#	Term	Acronym	Definition(s)	Notes / Comments
	Method Network Diagram		logical relationships and dependencies between activities, and displays the project's logic. See <i>Project Schedule Network Diagram</i> . (PMCDP Glossary)	
451.	Preliminary Design	PD	<p>1. This is the design that is prepared following CD-1 approval. Preliminary design initiates the process of converting concepts to a design appropriate for procurement or construction. All KPPs and project scope are sufficiently defined to prepare a budget estimate. This stage of the design is complete when it provides sufficient information to support development of the PB. (DOE O 413.3B)</p> <p>2. Design phase that continues the design effort using conceptual and project design criteria as bases for project development; develops topographical and subsurface data and determines the requirements and criteria that will govern the definitive design; includes preparation of preliminary planning and engineering studies, preliminary drawings and outline specifications, life-cycle cost analyses, preliminary cost estimates, and scheduling for project completion. Preliminary design provides identification of long-lead procurement items and analysis of risks associated with continued project development and occurs between CD-1 and CD-2. (DOE G 413.3-21)</p> <p>3. Preliminary design provides the basis for the detailed design and therefore should have the project design requirements detailed sufficiently to guide the further design, including design requirements and criteria, arrangement diagrams, piping and instrumentation diagrams, electrical one line diagrams, system design descriptions (where applicable), etc. PD is not a percent complete of the design but a fully defined design basis. The trend in DOE projects is to a more complete design before establishing the Performance Baseline, hence a significant portion of the detailed design may be completed prior to CD-2 but this should not be confused with Preliminary Design. The preliminary design documents should be approved and under configuration management prior to starting detailed design such that "baseline" changes are evaluated and approved. (APM)</p>	
452.	Preliminary Documented Safety Analysis	PDSA	Documentation prepared in connection with the design and construction of a new DOE nuclear facility or a major modification to a DOE nuclear facility that provides a reasonable basis for the preliminary conclusion that the nuclear facility can be operated safely through the consideration of factors such as a. The nuclear safety design criteria to be satisfied;	

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			<p>b. A safety analysis that derives aspects of design that are necessary to satisfy the nuclear safety design criteria; and</p> <p>c. An initial listing of the safety management programs that must be developed to address operational safety considerations. (See <i>Final Safety Analysis Report</i>, <i>Preliminary Safety Analysis Report</i>, <i>Safety Analysis Report</i>, <i>Safety Basis</i>, <i>Safety Evaluation</i>, and <i>Safety Evaluation Report</i>) [10 CFR 830.3]"</p>	
453.	Preliminary Hazard Analysis	PHA	<p>1. A preliminary determination of material, system, process, and plant characteristics that can produce undesirable consequences, followed by the assessment of hazardous situations associated with a process or activity. Largely qualitative techniques are used to pinpoint weaknesses in design or operation of the facility that could lead to accidents. The hazards analysis examines the complete spectrum of potential accidents that could expose members of the public, onsite workers, facility workers, and the environment to hazardous materials. [DOE-STD-3009-94]</p> <p>2. Performed prior to CD-1 and published in a Preliminary Hazards Analysis Report. (DOE HDBK 1188-2006; DOE O 413.3B)</p>	
454.	Preliminary Safety Analysis Report	PSAR	The safety analysis report submitted to and approved by DOE prior to the procurement of materials or components, construction, and preoperational testing of a facility which has the potential in its intended use to be a Category 1, 2, or 3 hazard nuclear facility. (See <i>Final Safety Analysis Report</i> , <i>Preliminary Documented Safety Analysis</i> , <i>Safety Analysis Report</i> , <i>Safety Basis</i> , <i>Safety Evaluation</i> , and <i>Safety Evaluation Report</i>) (DOE HDBK-1188-2006)	
455.	Preparing Activity		The organization sponsoring and preparing the proposed DOE Technical Standard—A directive that is developed under the DOE Technical Standards Program, described in DOE O 252.1). (DOE O 410.1)	
456.	Present Value	PV	The relative worth of a benefit received or cost expended at a specified time in the future when the applicable discount rate is considered. (FAI Glossary)	"PV" also used for Planned Value
457.	Primary Risk		Initial risk entry in the risk register. A residual or secondary risk can become a primary risk if in the case of a residual risk the primary risk is closed and the Federal Project Director and/or Contractor Project Manager determines the residual risk should be made the primary risk or the risk entry in the risk register. The secondary risk can become the primary risk in the risk register if the Federal Project Director and/or Contractor Project Manager determine that it should	

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			become the risk entry based upon the realization of the trigger metric or other determining factor. (DOE G 413.3-7A / DOE G 413.3-21)	
458.	Primavera Schedule	PPP, P3, P6	Project schedule developed using the Primavera analytical tool.	Primavera now owned by Oracle. There are other tools such as MS Project, Cobra, OpenSchedule, etc.
459.	Prior Year	PY	The fiscal year immediately preceding the current year and 2 fiscal years preceding the budget year. For the field, Congressional Review, and the Office of Management and Budget, PY is the fiscal year in which the budget is being executed. For the Congressional cycle, the PY is the most recently completed fiscal year. (DOE O 430.1B))	
460.	Probability		Likelihood of an event occurring, expressed as a qualitative and/or quantitative metric. Also: Probability of Occurrence. (DOE G 413.3-7A and DOE G 413.3-21)	
461.	Probability and Impact Matrix		A tool used by projects teams to determine whether a risk has the potential for low, moderate or high impact by combining the risk's probability of occurrence and its impact on objectives. (PMCDP Glossary)	
462.	Probability Distribution Function	PDF	A probability distribution that represents the distribution of the probability of an outcome. As an example, the Monte Carlo analysis may be designed to estimate the cost or duration of a project. The PDF represents the number of times a certain cost or duration is achieved. (modified from DOE G 413.3-7A / DOE G 413.3-21) Also described as a probability density function. See Figure 3-11.	
463.	Procurement		All stages involved in the process of acquiring supplies or services, beginning with the determination of a need for supplies of services and ending with contract completion or closeout. (FAI Glossary) See <i>acquisition</i> . For the more complete definition see <i>acquisition in FAR 2.101</i> .	Complete details for proper use of the term in the FAR 2.101.
464.	Procurement Strategy		See <i>acquisition in FAR 2.101</i> .	
465.	Producer Price Index	PPI	Published monthly by the U.S. Department of Labor, Bureau of Labor Statistics (BLS) measures price changes at the producer/wholesale level for 15 major commodity groups. (FAI Glossary)	
466.	Productivity		Consideration for factors that affect the efficiency of construction labor (e.g., location, weather, work space, coordination, schedule); a direct cost. (DOE G 413.3-21)	
467.	Program		An organized set of activities directed toward a	

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			common purpose or goal undertaken or proposed in support of an assigned mission area. It is characterized by a strategy for accomplishing a definite objective(s) that identifies the means of accomplishment, particularly in qualitative terms, with respect to work force, material and facility requirements. Programs are typically made up of technology-based activities, projects and supporting operations. (DOE O 413.3B)	
468.	Program Baseline Summary	PBS	Grouping of similar DOE-EM portfolio projects and activities for program planning, financial management, and life- cycle management purposes. Some typical PBS categories include Soil & Water Remediation, Waste Management, and Decontamination and Decommissioning. (APM)	
469.	Program Budget		1. Plan for allocating resources or 2. Money for a particular purpose for a specific grouping of similar activities. 3. A budget prepared with program descriptions instead of expense line items (See individual <i>Program</i> and <i>Budget</i> definitions herein) (APM)	
470.	Program Management		A group of closely-related projects managed in a coordinated way. (DOE O 413.3B)	
471.	Program Manager		1. An individual in the headquarters organizational element responsible for managing a program and, until designation of the FPD, its assigned projects. They ensure that all the projects are properly phased, funded over time, and that each project manager is meeting their key milestones. They are the project manager's advocate, ensure proper resourcing and facilitate the execution process. They predict programmatic risks and put mitigation strategies in place so that projects are not affected. 2a. (Chief Financial Officer) An individual in an organization or activity responsible for the management of a specific function or functions and responsible for budget formulation and execution of the approved budget. The individual is the recipient of an approved funding program from the Office of Chief Financial Officer identifying his or her program dollars available to accomplish the assigned function. 2.b. (Environment, Safety and Health) The Headquarters individual, or his/her designee, designated by and under the direction of a Secretarial Officer, who is directly involved in the operation of facilities under his/her cognizance, and holds signature authority to provide technical direction through heads of field elements/operations office organizations to contractors for these facilities. (DOE G 450.4-1B)	

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472.	Program Office		<p>1. A Headquarters organization responsible for executing program management functions, and for assisting and supporting field elements in safety and health, administrative, management, and technical areas. (DOE Glossary)</p> <p>2. As used in DOE M 411.1-1B, a program office is a DOE first-tier organization responsible for one or more of the Department's congressionally established missions. These offices report to the Assistant Secretaries for Energy Efficiency and Renewable Energy; Environmental Management; and Fossil Energy, and the Offices of Civilian Radioactive Waste Management; Science; Fissile Materials Disposition; and Nuclear Energy, Science and Technology; and the Deputy Administrators (NNSA). (OE M 411.1-1B)</p> <p>3. Some secretarial offices commonly refer to their component organizations having responsibilities for specific program elements as "program offices." (DOE HDBK-1188-2006)</p>	
473.	Program Risks		Events identified as potential threats or opportunities that are within the program baseline cost or schedule. (DOE G 413.3-7A/DOE G 413.3-21)	
474.	Program Secretarial Office		A senior outlay program office which has work performed at a site, but not as the host Lead Program Secretarial Office or Cognizant Secretarial Office at that site, and provides annual program direction and guidance to the site/field manager for the work to be performed at the site, and for budgeting to support program work and an appropriate share of their tenant costs to the landlord. (DOE O 430.1B)	
475.	Program Secretarial Officer	PSO	The head of a Program office which has responsibility for specific facilities, e.g., Environmental Management, Nuclear Energy, Science. Energy Efficiency and Renewable Energy, Fossil Energy, or NNSA/Naval Reactors. (as modified from DOE G 413.3-20)	
476.	Project		A unique effort having defined start and end points undertaken to create a product, facility, or system. Built on interdependent activities planned to meet a common objective, a project focuses on attaining or completing a deliverable within a predetermined cost, schedule and technical scope baseline. Projects include planning and execution of construction, assembly, renovation, modification, environmental restoration, decontamination and decommissioning, large capital equipment, and technology development activities. A project is not constrained to any specific element of the budget structure (e.g., operating expense). (DOE O 413.3B)	

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477.	Project Assessment and Reporting System	PARS	A reporting process to connect field project status with headquarters to report and compare budgeted or scheduled project forecasts. (DOE O 413.3B)	
478.	Project Budget		<i>Budget</i> for a <i>Project</i> . Equivalent to <i>TPC</i> at CD-2. (APM)	
479.	Project Charter		A document that formally authorizes the existence of a project, and provides the project manager authorization to apply organizational resources to the project. The project's sponsor or initiator usually issues a project charter. (PMCDP Glossary)	
480.	Project Closeout		Occurs after <i>CD-4, Project Completion</i> , and involves activities such as performing financial and administrative closeout, developing project closeout and lessons learned reports, and other activities as appropriate for the project. (DOE O 413.3B)	
481.	Project Constraint		An applicable restriction or limitation which will affect the performance of the project or a process. (PMCDP Glossary)	
482.	Project Cost		<i>Cost</i> identified to a specific <i>project</i> . The project cost can be divided into categories; see <i>total estimated cost (TEC)</i> and other project costs (<i>OPC</i>). Also see <i>total project cost (TPC)</i> . (APM)	
483.	Project Cost Management		Includes the processes involved in the budgeting, estimating, and the controlling of the project's costs to ensure it can be completed within the approved budget. (PMCDP Glossary)	
484.	Project Data Sheet	PDS	A document that contains summary project data and the justification required to include the entire project effort as a part of the Departmental budget. (DOE O 413.3B) PDSs are submitted to request project engineering design and construction funds. Specific instructions on the format and content of PDSs are contained in the annual budget call [DOE O 130.1, Budget Formulation, dated 9-29-95]. (DOE G 413.3-21)	
485.	Project Definition Rating Index	PDRI	A project management tool which is used for assessing how well the project scope is defined. The tool uses a numeric assessment which rates a wide range of project elements to determine how well the project is defined. (DOE O 413.3B)	
486.	Project Engineering & Design	PED	1. Design funds established for use on preliminary design. Typically, PED funds are used for preliminary and final design and related activities for design-bid-build strategies, and for preliminary design and related costs in design-build strategies. It is also analogous with a project phase that includes preliminary and final design and baseline development. (DOE O 413.3B) 2. Cost category associated with preliminary design, final design and baseline development. Once CD-1 is	

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			obtained, PED funds become available for use on design and/or a statement of work/request for proposal for a design/build project. PED funds are not to be used for construction, long-lead procurement, or major equipment items.(ICE-ICR SOP)	
487.	Project Execution Plan	PEP	DOE's core document for management of a project. It establishes the policies and procedures to be followed in order to manage and control project planning, initiation, definition, execution, and transition/closeout, and uses the outcomes and outputs from all project planning processes, integrating them into a formally approved document. A PEP includes an accurate reflection of how the project is to be accomplished, resource requirements, technical considerations, risk management, configuration management, and roles and responsibilities. (DOE O 413.3B)	
488.	Project Float		See <i>Total Float</i> . (PMCDP)	
489.	Project Human Resources Management		Includes all of the processes that organize and manage the project team. (PMCDP Glossary)	
490.	Project Life Cycle		A collection of generally sequential project phases with names and numbers determined by the control needs of the organization or organizations involved in the project. The stages or phases of project progress during the life of a project. Project life-cycle stages typically include ideation, planning, execution, and closure. (DOE G 413.3-21) See <i>Life-Cycle Cost</i> .	
491.	Project Management		Those services provided to DOE on a specific project, beginning at the start of design and continuing through the completion of construction, for planning, organizing, directing, controlling and reporting on the status of the project. (DOE O 413.3B)	
492.	Project Management Body of Knowledge	PMBOK®	Manual issued by the <i>Project Management Institute</i> that describes the sum of knowledge within the profession of project management. The manual includes proven practices that are widely applied, and innovative practices that are emerging in the profession from both published and unpublished sources. (PMCDP Glossary)	
493.	Project Management Information System	PMIS	An information system consisting of tools and techniques used to gather, integrate information and outputs. It is generally used to support all aspects of the project including project reporting and information dissemination. (PMCDP Glossary)	
494.	Project Management Institute	PMI	One of the world's largest professional membership associations, with over half a million members and credential holders in more than 185 countries. It is a not-for-profit organization that advances the project	

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			management profession through globally recognized standards and certifications, collaborative communities, an extensive research program, and professional development opportunities. (PMCDP Glossary)	
495.	Project Management Office	PMO	An organizational body assigned various responsibilities related to the centralized and coordinated management of those <i>projects</i> under its domain. Typical responsibilities of the project management office include: developing policies, methodologies and templates for managing projects within the organization; providing support and guidance to others in the organization on how to manage projects, training others and assisting with specific management tools; and, providing project managers for different projects and accepting responsibility for the results of projects. (PMCDP Glossary)	
496.	Project Management Plan	PMP	The contractor-prepared document that sets forth the plans, organization and systems that the contractor will utilize to manage the project. Its content and the extent of detail of the PMP will vary in accordance with the size and type of project and state of project execution. (DOE O 413.3B)	
497.	Project Management Support Office	PMSO	An office within a DOE Program Office established exclusively to oversee and manage the activities associated with projects. (DOE O 413.3B)	
498.	Project Manager	PM	The person assigned by the performing organization to achieve the project objectives. (PMCDP Glossary) See <i>Contractor PM</i> .	
499.	Project Milestone		A significant point or event that occurs during the course of a project. (PMCDP Glossary)	
500.	Project Peer Review	PPR	<p>1. Periodic review of a <i>project</i> performed by non-project personnel with similar experience to project personnel, independent from the project, to evaluate technical, managerial, cost and scope, and other aspects of the project, as appropriate. These reviews are typically led by the PMSO. Peer reviews as different from IPR's are conducted by personnel other than the Project Support Office and concentrate on technical readiness aspects of the project or specific project complex issues that require external evaluations. (Adapted from DOE O 413.3B)</p> <p>2. Reviews conducted at the direction of the Deputy Secretary of Energy at least once a year for large (i.e., Total Project Cost of \$100M or greater) or high visibility projects, and more frequently for more complex projects or those experiencing performance challenges. These reviews evaluate technical,</p>	

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			managerial, cost, scope, and other key aspects so that necessary course corrections can be identified and projects can be delivered within original scope, cost, and schedule.(Policy letter from the Deputy Secretary of Energy dated 04/12/2011)	
501.	Project Performance Reports		A report generated for the purpose of informing <i>project</i> team members and stakeholders on the status of a project. Typical performance reports include information such as the status of the project's costs, schedule, scope and quality, as well as the status of project activities, accomplishments, milestones and problems. (PMCDP Glossary)	
502.	Project Phase		A collection of <i>project</i> activities, usually culminating in the completion of a major deliverable. Project phases are mainly completed sequentially but can overlap in some project situations. A project phase is not a project management process group; rather, it is component of the project's life cycle. (PMCDP Glossary)	
503.	Project Phasing		Dividing a large project into smaller (sub-) projects for management purposes (CD-2 and beyond). See Figure 3-5. (Derived from DOE O 413.3B)	
504.	Project Risk		An uncertain event or events that, if occurs, could have a positive or negative impact on the project. <i>Risks</i> can generally be found in, and can impact all baseline elements. Project risk can generally be broken into two categories: negative and positive. Negative risks (or <i>Threats</i>) are generally unexpected, adverse events or outcomes that could negatively impact the project's performance baseline. Some examples could include natural disasters, or disruptions in the political or legal climate (law changes, etc.). Positive risks (or <i>Opportunities</i>), however, have the ability to positively impact the project and may come in the form of opportunities to reduce costs, or derive some other benefit, etc. Threats or opportunities may impact the scope, cost, and/or schedule of the project, are captured in a project risk register, and accounted for in the establishment of management reserve (cost and schedule), and cost and schedule contingency. (Modified from (DOE G 413.3-7A/-21 and PMCDP Glossary)	
505.	Project Specification		A document that specifies the requirements, design or other characteristics of a system, component or process/result. Example specifications could include design or product specifications, etc. (PMCDP Glossary)	
506.	Project Sponsor		Person or group that provides the financial resources	

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			for the project. (PMCDP Glossary)	
507.	Project Support		Activities performed by the operating contractor for internal management and technical support of the project manager. (DOE G 413.3-21)	
508.	Projectized Organization		Organizational structure in which the <i>project manager</i> has full authority to assign priorities, assets, resources and direct the work of the persons assigned to the <i>project</i> . (PMCDP Glossary)	
509.	Prototype		A tool used to identify project requirements in which an early/conceptual model of the project's product is developed. This technique is usually conducted during the early planning stages of the project lifecycle, and can help to allow better understanding of project expectations and requirements prior to setting the project's baseline. (PMCDP Glossary)	
			Q	
510.	Qualitative Risk Analysis		Involves assessing the probability and impact of project risks using a variety of subjective and judgmental techniques to rank or prioritize the risks. (G 413.3-7A / G 413.3.21)	
511.	Quality		The condition achieved when an item, service, or process meets or exceeds the user's requirements and expectations. [10 CFR 830.3] [DOE O 414.1B]	
512.	Quality Assurance	QA	All those actions performed by the DOE prime contractor during the project that provide confidence that quality is achieved. It is executed through a formalized Quality Assurance Program. (DOE O 413.3B)	
513.	Quality Assurance Plan	QAP	The document describing the QA program (requirements) the project will implement. The QA plan typically includes a matrix of the QA requirements and the associated implementing procedures used by the project. (DOE G 413.3-2)	
514.	Quality Assurance Program		The overall program or management system established to assign responsibilities and authorities, define policies and requirements, and provide for the performance and assessment of work. [10 CFR 830.3] [DOE O 414.1D]	
515.	Quality Assurance Program Plan	QAPP	The document describing the <i>QA program</i> (requirements). The QA program plan typically includes a matrix of the QA requirements and the associated program-level implementing procedures. (adapted from DOE G 413.3-2)	
516.	Quality Control	QC	Those actions related to the physical characteristics of a material, structure, component, or system which provide a means to control the quality of the material, structure, component, or system to predetermined requirements. (DOE O 413.3B)	

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517.	Quality Management Plan	QMP	Part of the Project Management Plan, it describes how the project management team will implement the performing organization's quality policies.(based on PMCDP Glossary)	
518.	Quantitative Risk Analysis		Involves assessing the probability and impact of project risks and using more numerically based techniques, such as simulation and decision tree analysis for determining risk implications. (DOE G 413.3-7A and DOE G 413.3.21)	
519.	Quarterly Project Review	QPR	<p>Briefings normally presented by project teams to the AE or his/her designee for the purpose of updating the AE on project status, performance values, progress, and issues.</p> <p>QPRs must be conducted with the applicable AE or their designee. Participation by the AE is strongly encouraged at all QPRs. However, when it is not possible, the AE can delegate the review. In no case should it be delegated beyond two consecutive quarters for projects post CD-2. The SAE may delegate QPRs for Major System Projects to the Under Secretaries. APM must be provided all QPR reports and invited to participate in QPRs for all projects with a TPC greater than or equal to \$100M. Also, APM will serve as Secretariat for SAE QPRs. (p.C-16, Sect.16.c., <i>Project Progress Reviews</i>, DOE O 413.3B)</p>	
			R	
520.	Range (cost estimate range)		The expected minimum to maximum extent of <i>costs</i> for a project or its components. Ranges may be established based on a range of alternatives, confidence levels, or expected accuracy, and are dependent on a project's stage of development, size, complexity, and other factors. (Derived from DOE G 413.3-21)	
521.	Readiness Assessment	RA	An assessment to determine a facility's readiness to startup or restart when an ORR is not required or when a contractor's standard procedures for startup are not judged by the contractor or DOE management to provide an adequate verification of readiness. (DOE O 413.3B)	
522.	Real Property		<p>(1) Any interest in land, together with the improvements, structures, and fixtures located thereon (including prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers with or without undercarriages), and appurtenances thereto, under the control of any Federal agency, except—</p> <p>(i) The public domain;</p> <p>(ii) Lands reserved or dedicated for national forest or</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
			<p>national park purposes;</p> <p>(iii) Minerals in lands or portions of lands withdrawn or reserved from the public domain that the Secretary of the Interior determines are suitable for disposition under the public land mining and mineral leasing laws;</p> <p>(iv) Lands withdrawn or reserved from the public domain but not including lands or portions of lands so withdrawn or reserved that the Secretary of the Interior, with the concurrence of the Administrator of General Services, determines are not suitable for return to the public domain for disposition under the general public land laws because such lands are substantially changed in character by improvements or otherwise; and</p> <p>(v) Crops when designated by such agency for disposition by severance and removal from the land.</p> <p>(2) Improvements of any kind, structures, and fixtures under the control of any Federal agency when designated by such agency for disposition without the underlying land (including such as may be located on the public domain, on lands withdrawn or reserved from the public domain, on lands reserved or dedicated for national forest or national park purposes, or on lands that are not owned by the United States) excluding, however, prefabricated movable structures, such as Butler-type storage warehouses and Quonset huts, and house trailers (with or without undercarriages).</p> <p>(3) Standing timber and embedded gravel, sand, or stone under the control of any Federal agency, whether designated by such agency for disposition with the land or by severance and removal from the land, excluding timber felled, and gravel, sand, or stone excavated by or for the Government prior to disposition.</p> <p>(FPRM 102-71.20 – now FMR 102-71.20)</p>	
523.	Re-baselining		<p>The general term used for describing a major realignment of the performance measurement baseline to improve the correlation between the work plan and the baseline budget, scope, and schedule. Re-baselining does not add or change existing scope of work, it merely changes how and when it may be accomplished within the constraints of the existing contract. Re-baselining may refer to either re-planning or re-programming. (DOE G 413.3-20)</p>	
524.	Reconciliation		<p>Comparison of a current estimate to a previous estimate to ensure that differences between them is appropriate and reasonably expected. A formal reconciliation may include an account of those differences. (DOE G 413.3.21)</p>	

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#	Term	Acronym	Definition(s)	Notes / Comments
525.	Recapitalization		Major renovations or reconstruction activities, including facility replacements, needed to keep existing facilities modern and relevant in an environment of changing standards and missions. This includes the restoration and modernization of existing facilities but not the acquisition of new facilities or the demolition of old ones, unless the demolition is carried out as part of a renovation project or in conjunction with construction of replacement footprint elsewhere. (DOE O 430.1B)	
526.	Reference Class Forecasting	RCF	A technique to combat inside view, biases, and even deceptive agendas. RCF consists of three straight forward steps: 1) Identify relevant reference class of past similar projects (even the “most unique” major program or mega project has something similar to compare); 2) establish a probability distribution for the selected reference class; and 3) compare specific project with distribution, in order to establish most likely outcome. (EFCOG, Cost Estimating Subgroup)	Proposed term by EFCOG, Cost Estimating Subgroup, based on review of GAO-13-686R and GAO-14-231 on DOE cost estimating.
527.	Regression Analysis		A statistical technique for estimating the relationships among variables. A regression identifies how the typical value of the dependent variable changes when any one of the independent variables is varied, while the other independent variables are held fixed. (PMCDP Glossary)	
528.	Related Personal Property		Related personal property is any personal property that is an integral part of real property or is related to, designed for, or specifically adapted to the functional or productive capacity of the real property, the removal of which would significantly diminish the economic value of the real property or the related personal property itself. Examples of related personal property are communication systems and telephone systems. Normally, common-use items, including but not limited to general-purpose furniture, utensils, office machines, office supplies, and general-purpose vehicles, are not considered related personal property. (DOE FM Hdbk., Ch. 10)	
529.	Relevant Environment		Testing environment that simulates the key aspects of the operational environment; such as physical and chemical properties. (DOE G 413.3-4A)	
530.	Reliability, Accessibility, Maintainability, Inspectability	RAMI	Set of attributes indicative of the degree to which a facility, equipment item, or systems will be able to be maintained (kept in working condition), accessible (room to maintain, repair, service or operate), inspectable (view closely or examine), and reliable (depended upon) over a stated useful life. (APM)	
531.	Repair		The restoration of failed or malfunctioning equipment, system, or facility to its intended function or design	

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			condition. Repair does not result in a significant extension of the expected useful life. (DOE O 430.1B)	
532.	Replacement		Replacement is a complete reconstruction of a plant record unit that has deteriorated or has been damaged beyond the point where its individual parts can be economically repaired. (DOE FM Hdbk., Ch.10)	
533.	Re-planning		A realignment of schedule or reallocation of budget for remaining effort within the existing constraints of the contract. In this case, the total allocated budget (TAB) does not exceed the CBB, nor is the schedule adjusted to extend beyond the contractually defined milestones. (DOE G 413.3-20)	
534.	Reprogramming		A comprehensive re-planning of the remaining performance management baseline that result in a total budget and/or total schedule in excess of contractual requirements. (See OTB above.) (DOE G 413.3-20)	
535.	Request for Equitable Adjustment	REA	A REA is a request by one of the contracting parties for an equitable adjustment under a contract clause providing for such adjustment. A contractor typically submits a request for equitable adjustment under the contract's changes clause (DOE AG 43.3 and DOE G 413.3-20)	
536.	Request for Proposal	RFP	A solicitation for offers under negotiation procedures. (FAI Glossary). See FAR Part 15 for negotiation procedures.	
537.	Reserve Analysis		A technique used to refine estimates by identifying how much the cost or schedule management contingency reserves are for a particular activity, etc. (PMCDP Glossary)	
538.	Residual Risk(s)		<i>Risk</i> that remains after <i>risk handling strategies</i> have been implemented. (DOE G 413.3-7A and DOE G 413.3.21)	
539.	Resource		A consumable (other than time) required to accomplish an activity; include real or potential investment in strategic assets including money, human, and physical resources. A resource becomes a cost when it is invested or consumed in an activity or project. (DOE G 413.3-21)	
540.	Resource Breakdown Structure		A hierarchical structure of resources, similar to a Work Breakdown Structure, in which resources are listed by resource category and type. A Resource Breakdown Structure is typically used in resource-leveling schedules to identify and analyze human resources assignments for a project. (PMCDP Glossary)	
541.	Resource Leveling		A resource allocation/schedule management technique that seeks to adjust project resource requirements so they are consistent with the organization's ability to supply them. This technique often requires negotiating	

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			with the organization to ensure it can supply the project's resource needs in a timely and cost effective manner. (PMCDP Glossary)	
542.	Resource and Conservation and Recovery Act	RCRA	A law that gives the Environmental Protection Agency the authority to control hazardous waste from “cradle to grave” (i.e., from the point of generation to the point of ultimate disposal), including its minimization, generation, transportation, treatment, storage, and disposal. RCRA also sets forth a framework for the management of non-hazardous solid wastes. (DOE-HDBK-1188-2006)	
543.	Resource-Loaded Schedule	RLS	<i>Schedule</i> with <i>resources</i> of staff, facilities, subcontractors, equipment and materials which are needed to complete the activities required. (DOE O 413.3B)	
544.	Responsibilities Chart		Any formal chart or plan that helps to ensure each component of the project's work breakdown structure is assigned to a person or team responsible for completing the work (see OBS). (PMCDP Glossary)	
545.	Responsibility Assignment Matrix	RAM	1. A chart showing the relationship between the WBS elements and the organizations assigned responsibility for ensuring their accomplishment. The RAM normally depicts the assignment of each control account to a single manager, along with the assigned budget. (DoD EVMIG, Oct 2006) 2. A matrix showing each of the intersections of OBS organizations and WBS elements (i.e. each control account). This matrix can also be dollarized representing the complete project plan and budget. (ANSI PMSC Intent Guide August 2012)	
546.	Return on Investment	ROI	A performance measure used to evaluate the efficiency of an investment in terms of its return, or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment. (PMCDP Glossary)	
547.	Review		Determination of project or system acquisition conditions based evaluation of project scope, cost, schedule, technical status, and performance in relation to program objectives, approved requirements, and baseline project plans. Reviews provide critical insight into the plans, design, cost, schedule, organization, and other aspects of a project (see definitions for objective review and subject review). (DOE G 413.3-21)	
548.	Review Criteria		Components of a <i>review</i> used to reflect the general nature of project (or project element) content. (DOE G 413.3-21)	
549.	Review for Cause	RFC	A Government <i>review</i> of specific elements of the	

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			contractor's EVMS that have displayed a lack of discipline in application or at risk of no longer meeting the requirements of the EVMS guidelines. Used to determine whether the company's EVMS certification should be withdrawn. (Source: DoD EVMIG, Oct 2006)	
550.	Risk		Factor, element, constraint, or course of action that introduces an uncertainty of outcome, either positively or negatively that could impact project objectives. This definition for risk is strictly limited for risk as it pertains to project management applications in the development of the overall <i>risk management plan</i> and its related documentation and reports. (DOE G 413.3-7A / DOE G 413.3-21)	
551.	Risk Acceptance		An informed and deliberate decision to accept consequences and the likelihood of a particular <i>risk</i> . (DOE G 413.3-7A)	
552.	Risk Analysis		Process by which <i>risks</i> are examined in further detail to determine the extent of the risks, how they relate to each other, and which ones are the highest risks. (DOE G 413.3-7A / DOE G 413.3-21)	
553.	Risk Analysis Method		The technique used to analyze the <i>risks</i> associated with a project. Specific categories of risk analysis methods are: a. Qualitative - based on project characteristics and historical data (check lists, scenarios, etc.). b. Risk models - combination of risks assigned to parts of the estimate or project to define the risk of the total project. c. Probabilistic models - combining risks from various sources and events (e.g., Monte Carlo, Latin hypercube, decision tree, influence diagrams, etc.). (DOE G 413.3-7A / DOE G 413.3-21)	
554.	Risk Assessment		Identification and analysis of project and program <i>risks</i> to ensure an understanding of each <i>risk</i> in terms of <i>probability and consequences</i> . (DOE G 413.3-7A / DOE G 413.3-21)	
555.	Risk Assumption		Any assumption pertaining to the <i>risk</i> itself. (DOE G 413.3-7A / DOE G 413.3-21)	
556.	Risk Breakdown Structure		Methodology that allows <i>risks</i> to be categorized according to their source, revealing common causes of risk on a project. (DOE G 413.3-7A)	
557.	Risk Category		A method of categorizing the various risks on the project to allow grouping for various analysis techniques such as Risk Breakdown Structure or Network Diagram. (DOE G 413.3-7A / DOE G 413.3-21)	
558.	Risk		An exchange or sharing of information about <i>risk</i>	

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	Communication		between the decision-maker(s), stakeholders, and project team. (The information can relate to various information sources such as the existence, nature, form, probability, severity, acceptability, treatment, or other aspects of risk.) (DOE G 413.3-7A)	
559.	Risk Data Quality Assessment		An assessment of the <i>quality</i> – and accuracy – of risk data to determine whether the information at hand appropriately defines a risk’s ability to impact the project. (PMCDP Glossary)	
560.	Risk Documentation		In risk management - the recording, maintaining, and reporting assessments, handling analysis and plans, and monitoring results. (DEO G 413.3-7A / DOE G 413.3-21)	
561.	Risk Event		A potential (identified or unidentified) condition (threat or opportunity) that may or may not occur during the execution of a project. (DOE G 413.3-7A / DOE G 413.3-21)	
562.	Risk Handling		Strategies developed with the purpose of eliminating, or at least reducing, the higher risk levels identified during the risk analysis. The strategies may include risk reduction or mitigation, risk transfer/share, risk avoidance, and risk acceptance. (DOE G 413.3-7A / DOE G 413.3-21)	
563.	Risk Handling Strategy		Process that identifies, evaluates, selects, and implements options in order to set risk at acceptable levels given project constraints and objectives. Includes specific actions, when they should be accomplished, who is the owner, and what is the cost and schedule. (DOE G 413.3-7A / DOE G 413.3-21)	
564.	Risk Identification		Process to find, list and characterize elements of risk. (DOE G 413.3-7A/DOE G 413.3-21)	
565.	Risk Management		The handling of risks through specific methods and techniques. Effective risk management is an essential element of every project. The DOE risk management concept is based on the principles that risk management must be analytical, forward-looking, structured, informative and continuous. Risk assessments should be performed as early as possible in the project and should identify critical technical, performance, schedule and cost risks. Once risks are identified, sound risk mitigation strategies and actions should be developed and documented. (DOE O 413.3B)	
566.	Risk Management Plan	RMP	Documents how the <i>risk</i> processes will be carried out during the project. (DOE O 413.3B)	
567.	Risk Mitigation		Process to reduce the consequence and/or probability of a <i>risk</i> . (DOE G 413.3-7A/ DOE G 413.3-21)	
568.	Risk Modeling		Creation of a physical representation or mathematical description of an object, system or problem that reflects	

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			the functions or characteristics of the item involved. Model building may be viewed as both a science and an art. Cost estimate and critical path schedule development should be considered modeling practices and not exact representations of future costs, progress and outcomes. (DOE G 413.3-7A / DOE G 413.3-21)	
569.	Risk Monitoring and Tracking		Process of systematically watching over time the evolution of the <i>project risks</i> and evaluating the effectiveness of risk strategies against established metrics. (DOE G 413.3-7A / DOE G 413.3-21)	
570.	Risk Owner		The individual responsible for managing a specified <i>risk</i> and ensuring effective treatment plans are developed and implemented. (DOE G 413.3-7A / DOE G 413.3-21)	
571.	Risk Planning		Process of developing and documenting an organized, comprehensive, and interactive strategy and methods for identifying and tracking risk, performing continuous <i>risk</i> assessments to determine how <i>risks</i> have changed, developing risk handling plans, monitoring the performance of risk handling actions, and assigning adequate resources. (DOE G 413.3-7A / DOE G 413.3-21)	
572.	Risk Probability and Impact Assessment		An assessment in which identified <i>risks</i> are analyzed in order to determine the likelihood of each risks' occurrence and the severity of its impact on the project's cost, schedule, quality and performance, etc. (PMCDP Glossary)	
573.	Risk Register		Database for <i>risks</i> associated with the project. (Also known as <i>risk</i> database or <i>risk</i> log.) (DOE G 413.3-7A / DOE G 413.3-21)	
574.	Risk Response Strategies (positive / negative)		<p>Risk response strategies come in two categories: positive (opportunities) and negative (threats).</p> <p>a. Positive risks represent potential opportunities that, should they occur, could be beneficial to the project. Some positive risk response strategies include: exploit – make the risk happen; share – allocate the risk ownership to a third party; enhance – modify the size of the opportunity by seeking ways to increase the probability of occurrence; and, acceptance – take advantage of the opportunity as it arises.</p> <p>b. Negative risks represent potential threats that, should they occur, will cause negative impacts to the project. Some negative risk response strategies include: avoidance – eliminate the risk altogether by changing the project plan or objectives; transfer – shift the risk to a third party (i.e., insurance); acceptance – agree to live with the impact of the risk; mitigate – attempt to soften the impact of the risk by reducing the probability of</p>	Preferred term is Risk Handling Strategy.

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#	Term	Acronym	Definition(s)	Notes / Comments
			occurrence or developing contingencies. (PMCDP Glossary)	
575.	Risk Threshold		Defined or agreed level of acceptable <i>risk</i> that <i>risk handling strategies</i> are expected to meet. (DOE G 413.3-7A)	
576.	Risk Tolerance		The degree or amount of risk in which a project or organization is willing to withstand. (PMCDP Glossary)	
577.	Risk Transfer		Movement of the <i>risk ownership</i> to another organizational element. (However, to be successfully and fully transferred, the risk should be accepted by the organization to which the risk is being transferred.) (DOE G 413.3-7A / DOE G 413.3-21)	
578.	Risk Trigger		Any indication that a <i>risk</i> has occurred or is about to occur. (PMCDP Glossary)	
579.	Root Cause		<p>1. The determination of the causal factors preceding <i>structures, systems, and components</i> (SSC) failure or malfunction - that is, discovery of the principal reason why the failure or malfunction happened leads to the identification of the root cause. The preceding failure or malfunction causal factors are always events or conditions that are necessary and sufficient to produce or contribute to the unwanted results (failure or malfunction). The types of causal factors are: (1) direct causes, (2) contributing causes, and (3) root causes. The direct cause is the immediate event or condition that caused the failure or malfunction. Contributing causes are conditions or events that collectively increase the likelihood of the failure or malfunction, but that individually do not cause them. Thus, root causes are events or conditions that, if corrected or eliminated, would prevent the recurrence of the failure or malfunction by identifying and correcting faults (often hidden) before an SSC fails or malfunctions. [DOE G 433.1-1] (DOE HDBK-1188-2006)</p> <p>2. The causal factor that if corrected would prevent recurrence of an event or result. (modified from DOEG 225.1A-1).</p>	
580.	Root Cause Identification / Analysis	RCA	A method of problem solving that identifies the causal factors that, if corrected, would prevent recurrence of the accident, event, or result. (modified from DOE G 225.1A-1)	RCA may be used for management issues not just safety issues (i.e. accidents).
581.	Rough Order of Magnitude Estimate	ROM (estimate)	An estimate based on high-level objectives, provides a high-level view of the project deliverables, and has lots of wiggle room. Most ROM estimates have a range of variance from -25% all the way to +75%. (DOE O 413.3B)	
582.	RSMeans		RSMeans is a construction estimation database used by	RSMeans published

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			professional estimators for up-to-date labor, materials and overhead costs for specific project types and locations. (PMCDP Glossary)	by Reed Construction Data, Inc.
			S	
583.	Safeguards and Security	S&S	An integrated system of activities, systems, programs, facilities and policies for the protection of classified information and/or classified matter, unclassified control information, nuclear materials, nuclear weapons, nuclear weapon components, and/or the Department's and its contractors' facilities, property and equipment. (DOE O 413.3B)	
584.	Safety		An all-inclusive term to encompass protection of the public, workers, and the environment (used synonymously with environment, safety, and health). (DOE O 414.1C)	
585.	Safety Analysis		A documented process: a. to provide systematic identification of hazards within a given DOE operation; b. to describe and analyze the adequacy of the measures taken to eliminate, control, or mitigate identified hazards; and, c. to analyze and evaluate potential accidents and their associated risks. [DOE O 5480.30] (DOE HDBK-1188-2006)	
586.	Safety Analysis Report	SAR	That report which documents the adequacy of safety analysis to ensure that the facility can be constructed, operated, maintained, shut down, and decommissioned safely and in compliance with applicable laws and regulations. (See <i>Final Safety Analysis Report</i> , <i>Preliminary Documented Safety Analysis</i> , <i>Preliminary Safety Analysis Report</i> , <i>Safety Basis</i> , <i>Safety Evaluation</i> , and <i>Safety Evaluation Report</i>) [DOE O 5480.23] [EH62dd1] [DOE G 420.1-1] [DOE G 420.1-2] (DOE HDBK-1188-2006)	
587.	Safety and Hazard Analysis Software and Design Software		Software that is used to classify, design, or analyze nuclear facilities. This software is not part of an SSC but helps to ensure the proper accident or hazards analysis of nuclear facilities or an SSC that performs a safety function. (APM)	
588.	Safety Basis		1. The documented safety analysis and hazard controls that provide reasonable assurance that a DOE nuclear facility can be operated safely in a manner that adequately protects workers, the public, and the environment [10 CFR 830.3] 2. The combination of information relating to the control of hazards at a nuclear facility (including design, engineering analyses, and administrative controls) upon which DOE depends for its conclusion	

#	Term	Acronym	Definition(s)	Notes / Comments
			that activities at the facility can be conducted safely. [DOE O 5480.30] (DOE HDBK-1188-2006) (See <i>Final Safety Analysis Report, Preliminary Documented Safety Analysis, Preliminary Safety Analysis Report, Safety Analysis Report, Safety Evaluation, and Safety Evaluation Report</i>)	
589.	Safety Basis Approval Authority	SBAA	The person who is appointed to the responsibility for the design and construction of a nuclear or other facility, as designated. PSO shall appoint a Safety Basis Approval Authority no later than CD-0 for projects including the design and construction of Hazard Category 1, 2, and 3 nuclear facilities or for projects including major modifications thereto. (modified from DOE O 413.3B, Appendix B, p. B-3, Sect. 3.m)	
590.	Safety Design Strategy	SDS	Early in the conceptual design phase, a SDS should be developed for Hazard Category 1, 2, and 3 nuclear projects. The SDS provides preliminary information on the scope of anticipated significant hazards and the general strategy for addressing those hazards. The SDS is updated throughout subsequent project phases and should contain enough detail to guide design on overarching design criteria, establish major safety structures, systems, and components, and identify significant project risks associated with the proposed facility relative to safety. (DOE O 413.3B, p. C-14, Sect. 11)	
591.	Safety Evaluation		A safety evaluation is that record required by DOE O 5480.21 to document the review of a "change." This document records the scope of the evaluation and the logic for determining whether or not an <i>Un-reviewed Safety Question</i> exists. (See <i>Final Safety Analysis Report, Preliminary Documented Safety Analysis, Preliminary Safety Analysis Report, Safety Analysis Report, Safety Basis, and Safety Evaluation Report</i>) [DOE O 5480.21] [EH62dd1] (DOE HDBK-1188-2006)	
592.	Safety Evaluation Report	SER	1. The report prepared by DOE to document: a. The sufficiency of the documented safety analysis for a hazard category 1, 2, or 3 DOE nuclear facility; b. The extent to which a contractor has satisfied the requirements of Subpart B of 10 CFR Part 830; and c. The basis for approval by DOE of the safety basis for the facility, including any conditions for approval. (Analysis Report, Safety Analysis Report, Safety Basis, and Safety Evaluation) [10 CFR 830.3] 2. A DOE document that describes the extent and detail of DOE review of a Safety Analysis Report (SAR) or equivalent analysis report, the bases for approving the	

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			SAR (or equivalent), and any conditions of SAR (or equivalent) approval. Approval signifies that DOE has accepted the analysis as appropriately documenting the safety basis of a facility and as serving as the basis for operational controls necessary to maintain an acceptable operating safety envelope. [DNFSB mandated] [DOE G 450.4-1B] (DOE HDBK-1188-2006) (See <i>Final Safety Analysis Report, Preliminary Documented Safety Analysis, Preliminary Safety Analysis Report, Safety Analysis Report, Safety Basis, and Safety Evaluation</i>)	
593.	Safety Management and Administrative Controls Software		Software that performs a hazard control function in support of nuclear facility or radiological safety management programs or technical safety requirements or other software that performs a control function necessary to provide adequate protection from nuclear facility or radiological hazards. This software supports eliminating, limiting, or mitigating nuclear hazards to workers, the public, or the environment as addressed in 10 C.F.R. Parts 830 and 835, the DEAR Integrated Safety Management System clause, and 48 C.F.R. 970-5223.1.	
594.	Safety Software		Includes the following: Safety System Software; Safety and Hazard Analysis Software and Design Software; and, Safety Management and Administrative Controls Software. (APM)	
595.	Safety Software Central Registry		An information repository designated to contain the list of the Department's safety software toolbox code including code-specific gap analysis documents, guidance documents, and contact information. (DOE O 414.1D)	
596.	Safety System Software		Software for a nuclear facility that performs a safety function as part of an SSC and is cited in either (a) a DOE-approved documented safety analysis; or, (b) an approved hazard analysis per DOE P 450.4A and 48 C.F.R. 970-5223.1. (DOE O 414.1D)	
597.	Schedule		The planned dates for performing schedule activities and for meeting project milestones. (PMCDP Glossary)	
598.	Schedule Baseline		1. The time-phased plan based on a logical sequence of interdependent activities, milestones, and events necessary to complete the project. (DOE G 413.3-5A) 2. The schedule portion of the <i>Performance Baseline</i> or <i>Performance Measurement Baseline</i> . Need to specify the baseline referred to in the use of the term. (APM) See Figure 3-7.	
599.	Schedule Contingency		Duration allowance used to adjust schedule for realized DOE risks that are within the project baseline, and	

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			outside the contractor's control. Time allowance used to adjust schedule for realized DOE risks; based on the schedule risk analysis. (DOE G 413.3-7A/ DOE G 413.3-21) (Note: the contractor's part of the total schedule contingency is denoted schedule margin).	
600.	Schedule Margin (The term used as Schedule Management Reserve also)		Time allowance used to adjust schedule for realized risks based on authorized changes within the contractor's baseline. Project teams can establish schedule margin by creating a buffer prior to an end item deliverable or any contract event. The time allotted in this buffer can be used to offset unforeseen issues identified during project execution. The use of schedule margin must be within the overall DOE schedule requirements. (DOE G 413.3-7A / DOE G 413.3-21) See Figure 3-7.	<u>The term Scheduled Management Reserve</u> replaced with Schedule Margin to be consistent with DoD PASEG.
601.	Schedule Performance Index	SPI	Schedule performance index indicates how much work has been accomplished against planned work. $SPI = BWCP / BCWS$. (Source: DOE Guide 413.3-10A)	
602.	Schedule Uncertainty		The inherent unknowns and inaccuracies related to schedule estimates, as differentiated from risks. A component of <i>Schedule Margin</i> . (DOE G 413.3-7A)	<u>The term Scheduled Management Reserve</u> replaced with Schedule Margin to be consistent with DoD PASEG.
603.	Schedule Variance	SV	Schedule variance is a metric for the schedule performance on a project. It is the difference between earned value and the budget over a certain period of time. ($SV = BCWP - BCWS$) (Note: SV can be for a specific period, group of periods, or cumulative. Time element needs to be defined.) (ANSI/EIA 748-C with additional information from CPR-2.) See Figure 3-3.	
604.	Scope		The sum of all that is to be or has been invested in and delivered by an activity or project. In project planning, the scope is usually documented (i.e., the scope document), but it may be verbally or otherwise communicated and relied upon. Generally limited to that which is agreed to by the stakeholders in an activity or project (i.e., if not agreed to, it is out of scope.). In contracting and procurement, scope includes all that an enterprise is contractually committed to perform or deliver. (DOE G 413.3-7A / DOE G 413.3-21)	
605.	Scope Baseline		Part of the Performance Baseline, the Scope Baseline is the approved version of the detailed scope statement, work breakdown structure (WBS) and its associated WBS dictionary. (PMCDP Glossary)	
606.	Scope Statement		A description of the project's scope which contains major deliverables, assumptions, constraints and a description of the work required to carry out the	

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			project. The project scope can be used to make future project decisions and to confirm or develop a common understanding of the project's scope among stakeholders. (PMCDP Glossary)	
607.	S-Curve		Graphic display of cumulative costs, labor hours, or other quantities plotted against time. The name is derived from the S-shaped curve (flatter at the beginning and end, steeper in the middle) produced on a project that starts slowly, accelerates, and then slows again. A representation of costs over the life of a project. (DOE G 413.3-21) See Figure 3-12.	
608.	Secondary Risk		Risk arising as a direct result of implementing a risk handling strategy. (DOE G 413.3-7A / DOE G 413.3-21)	
609.	Secretarial Acquisition Executive	SAE	The individual designated by the Secretary of Energy to integrate and unify the management system for a program portfolio of projects and implement prescribed policies and practices. Secretarial Acquisition Executives are responsible for decision authority for projects > to \$750 M; however, the authority can be delegated downward. (PMCDP Glossary)	
610.	Self-Assessment		A systematic evaluation of a facility maintenance program, including the activities and practices, utilizing the performance objectives and criteria from each element of the Maintenance Management Program. [EH62dd1] (DOE HDBK-1188-2006)	
611.	Senior Procurement Executive	SPE	<p>1. The individual appointed pursuant to section 16(3) of the Office of Federal Procurement Policy Act (41 U.S.C. 414(3)) who is responsible for management direction of the acquisition system of the executive agency, including implementation of the unique acquisition policies, regulations, and standards of the executive agency. (FAR 2.101)</p> <p>2.A member of the <i>ESAAB</i>, p. A-22; The Senior Procurement Executive (SPE) will:</p> <ul style="list-style-type: none"> a. Execute the procurement functions and responsibilities in accordance with the Office of Federal Procurement Policy and EO 12931. b. Serve as the principal procurement advisor to the SAE, AE and the Chief Acquisition Officer. c. Execute certain decisional authorities reserved for the SPE. d. Exercise general procurement authority. e. Delegate procurement authority to the Head of Contracting Activities and Contracting Officers. f. Serve as a standing member of the <i>ESAAB</i>. (DOE O 413.3B, p. B-7, Sect. 9) 	In DOE it is plural because of NNSA.
612.	Sensitivity		Considers all activities associated with one cost	

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#	Term	Acronym	Definition(s)	Notes / Comments
	Analysis		estimate. If a cost estimate can be sorted by total activity cost, unit cost, or quantity, sensitivity analyses can determine which activities are “cost drivers” to answer the question: “If something varies, what most affects the total cost of the project?” (DOE G 413.3-21)	
613.	Sequential Project Phase Relationship		A project phase relationship which requires one phase to be complete before another can begin. (PMCDP Glossary)	
614.	Service		The performance of work, such as design, manufacturing, construction, fabrication, assembly, decontamination, environmental remediation, environmental restoration, waste management, laboratory sample analyses, safety software development/validation/testing, inspection, nondestructive examination/testing, environmental qualification, equipment qualification, training, assessment, repair, and installation or the like. (10 C.F.R. § 830.3)	
615.	Shop Drawings		Drawings submitted by the construction contractor or a subcontractor at any tier or required under a construction contract, showing in detail: a. The proposed fabrication and assembly of structural elements; b. The installation (i.e., form, fit, and attachment details) of materials or equipment; or c. Both. (FAR 2.101)	See FAR 2.101
616.	Should-Cost Review		A specialized form of <i>cost analysis</i> . A should-cost review differs from traditional evaluation methods because it does not assume that a contractor’s historical costs reflect efficient and economical operation. Instead, the review evaluates the economy and efficiency of the contractor’s existing work force, methods, materials, facilities, operating systems, and management. The review is accomplished by a multifunctional team of Government contracting, contract administration, pricing, audit, and engineering representatives. The objective is to promote both short and long-range improvements in the contractor’s economy and efficiency in order to reduce the cost of performance of Government contracts. In addition, by providing rationale for any recommendations and quantifying their impact on cost, the Government will be better able to develop realistic objectives for negotiation. (as described at FAR 15.407-4(a))	
617.	Simulated Operational Environment		Either (1) a real environment that can simulate all the operational requirements and specifications required of the final system or (2) a simulated environment that	

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#	Term	Acronym	Definition(s)	Notes / Comments
			allows for testing of a virtual prototype. Used in either case to determine whether a developmental system meets the operational requirements and specifications of the final system. (DOE G 413.3-4A)	
618.	Simulation (Monte Carlo)		Process for modeling the behavior of a stochastic (probabilistic) system. A sampling technique is used to obtain trial values for key uncertain model input variables. By repeating the process for many trials, a frequency distribution is built up, which approximates the true probability distribution for the system's output. This random sampling process, averaged over many trials, is effectively the same as integrating what is usually a very difficult or impossible equation. (DOE G 413.3-7A / DOE G 413.3.21) See <i>Monte Carlo Analysis</i> .	
619.	Site		A geographic entity comprising leased or owned land, buildings, and other structures required to perform program activities. [DOE G 420.1-2]	
620.	Site/Field Manager		Individual responsible for planning, programming, budgeting, and evaluation of activities in support of Secretarial office programs located on sites under his/her cognizance including host Lead Program Secretarial Office (LPSO) to tenant Cognizant Secretarial Office (CSO)/Program Secretarial Office (PSO) activities establishing site priorities consistent with mission objectives and goals established by DOE program offices having line responsibility, leading site technical direction, preparing and defending the site budget, supporting milestones agreed to with LPSO/CSOs/PSOs, providing public and private sector liaison, expediting follow-up actions, and retaining overall accountability for site activities in support of program office successes. (DOE O 430.1B)	
621.	Site Preparation		Site Preparation is the initial phase of work performed in advance of the construction of a capital asset project. Examples include the demolition of buildings and other structures; land preparation such as levelling, earth-moving, excavation and mass fill; construction access features such as haul roads and exits; installation of water features and erosion control (such as sedimentation basins, wetland, stream relocation, berm, and ditches); installation of main (not facility specific) utilities including electrical power, potable water, and sewers; and the installation of temporary construction facilities (such as trailers, batch plants, warehousing, testing facilities, utilities and cranes). (OAPM adaptation of NNSA-APM definition)	
622.	Site Sustainability		Site-specific annual plan that identifies the site's	

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#	Term	Acronym	Definition(s)	Notes / Comments
	Plan		respective contribution toward meeting the Department's sustainability goals and its commitment of appropriate personnel resources, an appropriate financing plan, and established timeline for execution coupled with specific performance measures and deliverables. (adapted from DOE O 436.1)	
623.	Six Sigma		A management methodology which is used to seek improvement in the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in production/manufacturing and business process. Six Sigma projects tend to follow a defined sequence of steps and have quantified financial targets (i.e., profits, spoilage reduction, etc.). A Six Sigma statistical process is based on a normal distribution and suggests that 99.99966% of the products (i.e., 3.4 defects per million) manufactured are statistically expected to be free of defects, suggesting they fall within six standards deviations from the mean. (PMCDP Glossary)	
624.	Skewed Distribution (positive and negative)		A skew is a measure of the asymmetry of the probability distribution. The skew of a probability distribution can be positive or negative, or even undefined. A positive skew suggests more data points/observations have values lower than the middle value – the curve appears to lean to the left. A negative skew suggests more data points/observations have values higher than the middle value – the curve appears to lean to the right. (PMCDP Glossary)	
625.	Slack		See <i>Total Float</i> .	
626.	Software		Computer programs and associated documentation and data pertaining to the operation of a computer system. (ASME NQA-1-2008 with the NQA-1a-2009 addenda)	
627.	Special Equipment		Large items or process systems, such as vessels, (e.g., towers, reactors, storage tanks), heat transfer systems (e.g., heat exchangers, stacks, cooling towers, de-superheaters), package units (e.g., waste treatment packages, clarifier packages, demineralization), and process piping systems. (modified from DOE G 413.3-21)	
628.	Specification	SPEC	A document that specifies the requirements, design or other characteristics of a system, component or process/result. Example specifications could include design or product specifications, etc. (PMCDP Glossary)	
629.	Stakeholder		Any person or organization (e.g., customer, project sponsor, performing organization, etc.) that is actively involved in the project or whose interests may be directly impacted (positively or negatively) by the execution and/or completion of the project. (PMCDP	

#	Term	Acronym	Definition(s)	Notes / Comments
			Glossary)	
630.	Stakeholder Register		A document that contains a list of external and internal project <i>stakeholders</i> . A stakeholder register typically records the following: stakeholder names, contact information and designation; stakeholder expectations, interests, impact and requirements; stakeholders critical for the entire project and which ones are more active for specific project phases; the frequency in which certain stakeholders require communication and the preferred communication method; and, the reporting relationships between stakeholders. (PMCDP Glossary)	
631.	Standard Deviation		The Standard Deviation of a probability distribution identifies how much variation exists from the average (mean, or expected value). A low Standard Deviation indicates that the data points tend to be very close to the mean; a high Standard Deviation indicates the data points are spread out over a large range of values. The Standard Deviation of a three-point estimate quantifies how broad the difference is between the optimistic and pessimistic estimates. (PMCDP Glossary)	
632.	Standard Equipment		Items which require only a minimum of design; off-the-shelf items (office furniture, laboratory equipment, heavy mobile equipment, and spare parts that are made part of the capital cost); a direct cost. (DOE G 413.3-21)	
633.	Strategic Sustainability Performance Plan	SSPP	An annual plan that prioritizes DOE actions pursuant to Section 8 of EO 13514. The SSPP outlines how the Department will implement its energy and environmental sustainability goals. (DOE O 436.1)	
634.	Start-to-Finish	S-F	Logical relationship between two project activities in which the completion of the work for a successor activity is dependent on the initiation of the work for a predecessor activity. (PMCDP Glossary)	
635.	Start-to-Start	S-S	Logical relationship between two project activities in which the initiation of work for a successor activity is dependent on the initiation of the work for a predecessor activity. (PMCDP Glossary)	
636.	Start-up		Transition from construction completion to facility operation. (derived from DOE G 413.3.21)	
637.	Start-up (costs)		One-time <i>costs</i> incurred during the transition from construction completion to facility operation. (DOE G 413.3.21)	
638.	Statement of Acceptance		Any formal document that indicates the project, product, service or result has met the terms of the	

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#	Term	Acronym	Definition(s)	Notes / Comments
			contract. (PMCDP Glossary)	
639.	Statement of Work	SOW	A narrative description of contracted products or services. (DOE G 413.3.21)	
640.	Strategic Plan		DOE's primary planning document that outlines the broad, crosscutting and collaborative goals that stretch across the DOE complex. It is intended to serve as a blueprint for the DOE to help address the nation's energy, environmental, and nuclear challenges through transformative science and technology solutions. (PMCDP Glossary)	
641.	String Diagram		Technique used to analyze the physical or proximity connections within a process. Technique is often used to find latent risks. (DOE G 413.3-7A / DOE G 413.3.21)	
642.	Structures, Systems, and Components	SSCs	Structures are elements that provide support or enclosure such as buildings, free standing tanks, basins, dikes, and stacks. Systems are collections of components assembled to perform a function such as piping, cable trays, conduit; or heating, ventilating and air conditioning (HVAC). Components are items of equipment such as pumps, valves, relays, or elements of a large array such as computer software, lengths of pipe, elbows, or reducers. (DOE STD 1073-2014)	
643.	Structures, Systems, and Components (Safety Significant)		<p>Structures, systems, and components which are not designated as safety-class SSCs but whose preventive or mitigation function is a major contributor to defense in depth and/or worker safety as determined from safety analyses. [10 CFR 830]</p> <p>As a general rule of thumb, safety-significant SSC designations based on worker safety are limited to those systems, structures, or components whose failure is estimated to result in a prompt worker fatality or serious injuries or significant radiological or chemical exposures to workers. The term, serious injuries, as used in this definition, refers to medical treatment for immediately life-threatening or permanently disabling injuries (e.g., loss of eye, loss of limb).</p> <p>The general rule of thumb cited above is neither an evaluation guideline nor a quantitative criterion. It represents a lower threshold of concern for which safety significant SSC designation may be warranted. Estimates of worker consequences for the purpose of safety-significant SSC designation are not intended to require detailed analytical modeling. Considerations should be based on engineering judgment of possible effects and the potential added value of safety-significant SSC designation.</p> <p>[Note: Safety-significant SSC as used in this Standard</p>	

#	Term	Acronym	Definition(s)	Notes / Comments
			distinguishes a specific category of SSCs other than safety-class SSCs. It should not be confused with the generic modifier “safety significant” used in DOE orders.] (See Safety Class Structures, Systems, and Components; Safety-Class Structures, Systems, and Components; and Safety Structures, Systems, and Components) [DOE –STD-3009-94]	
644.	Structures, Systems, and Components (Safety Class)	SSC	1. The structures, systems, or components, including portions of process systems, whose preventive or mitigative function is necessary to limit radioactive hazardous material exposure to the public, as determined from safety analysis. (See Safety-Class Structures, Systems, and Components; Safety Significant Structures, Systems, and Components; and Safety Structures, Systems, and Components) [10 CFR 830.3] 2. Systems, structures, or components including primary environmental monitors and portions of process systems, whose failure could adversely affect the environment, or safety and health of the public as identified by safety analyses. (See Safety Class Structures, Systems, and Components; Safety Significant Structures, Systems, and Components; and Safety Structures, Systems, and Components) [DOE 5480.30] 3. For the purpose of implementing DOE-STD-3009-94, the phrase “adversely affect” means Evaluation Guidelines are exceeded. Safety-class SSCs are systems, structures, or components whose preventive or mitigative function is necessary to keep hazardous material exposure to the public below the offsite Evaluation Guidelines. The definition would typically exclude items such as primary environmental monitors and most process equipment. [DOE-STD-3009-94]	
645.	Subject Matter Expert	SME	An individual possessing the prerequisite knowledge skills and abilities demonstrating competence in a field of endeavor. (FAI Glossary)	
646.	Subjective Review		<i>Review</i> less structured and may address areas differently, depending on various levels of emphasis. Internal reviews may combine objective and subjective criteria but should be performed consistently between projects within a program to the most practical extent. (DOE G 413.3-21)	
647.	Subprojects		A subproject represents a smaller portion of an overall <i>project</i> created when a project is subdivided into more manageable pieces or components. (DOE O 413.3B) See Figure 3-5.	

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#	Term	Acronym	Definition(s)	Notes / Comments
648.	Successful Review		<i>Review</i> that is completed or expected to be completed within the technical and schedule estimates of the performance baseline. Cost not to exceed by more than 10% of the original cost baseline approved at CD-2. (DOE G 413.3-21)	
649.	Summary Level Planning Package	SLPP	An aggregation of work for far-term efforts which can be assigned to reporting level WBS elements but not to the control account level and are therefore not “undistributed budget”. (DOD Earned Value Implementation Guide)	
650.	Sunk Cost		A <i>cost</i> incurred in the past that will not be affected by any present or future decision. Sunk costs should be ignored in determining whether a new investment is worthwhile. (OMB Circular A-94, App A)	
651.	Support Costs		<i>Costs</i> of activities not directly associated with production. Typical examples are the costs of automation support, communications, postage, process engineering, and purchasing. (OMB A-11 CPG)	
652.	Surveillance and Maintenance		Activities conducted throughout the facility life-cycle including providing in a cost effective manner periodic inspections and maintenance of structures, systems and equipment necessary for the satisfactory containment of contamination, and for the protection of workers, the public, and the environment. (DOE O 430.1B)	
653.	Suspect/Counterfeit Item	S/CI	An item which is suspect when inspection or testing indicates that it may not conform to established Government or industry-accepted specifications or national consensus standards or whose documentation, appearance, performance, material, or other characteristics may have been misrepresented by the vendor, supplier, distributor, or manufacturer. A counterfeit item is one that has been copied or substituted without legal right or authority or whose material, performance, or characteristics have been misrepresented by the vendor, supplier, distributor, or manufacturer. Items that do not conform to established requirements are not normally considered S/CIs if non-conformity results from one or more of the following conditions (which must be controlled by site procedures as nonconforming items): (1) defects resulting from inadequate design or production quality control; (2) damage during shipping, handling, or storage; (3) improper installation; (4) deterioration during service; (5) degradation during removal; (6) failure resulting from aging or misapplication; or,	

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#	Term	Acronym	Definition(s)	Notes / Comments
			(7) other controllable causes. (IAEA-TECDOC-1169) (DOE O 414.1D)	
654.	Sustainment		Maintenance and repair activities necessary to keep the inventory of facilities in good working order. This includes regularly scheduled maintenance as well as anticipated major repairs or replacement of components that occur periodically over the expected service life of the facilities. (DOE O 430.1B)	
655.	System Engineering		A proven, disciplined approach that supports management in clearly defining the mission or problem; managing system functions and requirements; identifying and managing risk; establishing bases for informed decision-making; and verifying products and services meet customer needs (p. 2, DOE G 413.3-1)	
656.	System Engineering Approach		A proven, disciplined approach that supports management in clearly defining the mission or problem; managing system functions and requirements; identifying and managing risk; establishing bases for informed decision-making; and, verifying that products and services meet customer needs. The goal of the system engineering approach is to transform mission operational requirements into system architecture, performance parameters and design details. (DOE O 413.3B)	
657.	System/Process Flowcharts		A graphical representation of a particular sequence often used to show how one set of inputs could lead to one or more possible outcomes. (PMCDP Glossary)	
			T	
658.	Tailoring		An element of the acquisition process and must be appropriate considering the risk, complexity, visibility, cost, safety, security, and schedule of the project. Tailoring does not imply the omission of essential elements in the acquisition process or other processes that are appropriate to a specific project's requirements or conditions. (DOE O 413.3B)	
659.	Target		Quantifiable or otherwise measurable characteristic that establishes a level at which a program aspires to perform. (APM)	
660.	Task		A well-defined unit of work having an identifiable beginning and end which is a measurable component of the duties and responsibilities of a specific job. [DOE O 5480.20A]	
661.	Task Analysis		The systematic process of examining a task to identify skills, knowledge, and/or abilities required for successful task performance. [DOE O 5480.20A]	
662.	Task Dependencies		A dependency that exists between two project schedule activities, or between a project schedule activity and a schedule milestone. The four possible dependencies	

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#	Term	Acronym	Definition(s)	Notes / Comments
			include: finish-to-start; finish-to-finish; start-to-start; and, start-to-finish. (PMCDP Glossary)	
663.	Task Duration		The time between the start and finish dates of a project task/activity. (PMCDP Glossary)	
664.	Technical Baseline		Performance and design requirements, criteria, and characteristics derived from the mission need that provides the basis for project direction and execution, and aligns with the contractual scope requirements. (G 413.3-5A)	
665.	Technical Independent Project Review	TIPR	An <i>independent project review</i> conducted prior to obtaining CD-2, for Hazard Category 1, 2, and 3 nuclear facilities. At a minimum, the focus of this review is to determine that the safety documentation is sufficiently conservative and bounding to be relied upon for the next phase of the project. (DOE O 413.3B)	
666.	Technical Readiness Level	TRL	A metric used for describing technology maturity. It is a measure used by many U.S. government agencies to assess maturity of evolving technologies (materials, components, devices, etc.) prior to incorporating that technology into a system or subsystem. (DOE O 413.3B)	
667.	Technical Readiness Level Calculator		A tool developed by the US Air Force Research Laboratory for applying <i>TRLs</i> to technology development programs. In its present stage of development, the calculator is a Microsoft Excel spreadsheet application that allows the user to answer a series of questions about a technology project. Once the questions have been answered, the questions about a technology project. Once the questions have been answered, the calculator displays the TRL achieved. (DOE G 413.3-4A)	
668.	Technical Risk		<i>Risks</i> that include disciplines such as mechanical, electrical, chemical engineering, safety, safeguards and security, chemistry, and biology. (etc.) (DOE G 413.3-7A / DOE G 413.3-21)	
669.	Technology		Technology is the making, modification, usage, and knowledge of tools, machines, techniques, crafts, systems, and methods of organization, in order to solve a problem, improve a pre-existing solution to a problem, achieve a goal, handle an applied input/output relation, or perform a specification. It can also refer to the collection of such tools, including machinery, equipment, modifications, arrangements, procedures, and systems working together as a unit. (APM)	
670.	Technology Maturity Plan	TMP	A document that details the steps necessary for developing technologies (machines, equipment, systems working together as a unit) which are less mature than desired to the point where they are ready	

#	Term	Acronym	Definition(s)	Notes / Comments
			for project insertion. It is also known as the Technology Maturation Plan. (DOE O 413.3B)	
671.	Technology Readiness Assessment	TRA	An assessment of how far <i>technology</i> development has proceeded. It provides a snapshot in time of the maturity of technologies and their readiness for insertion into the project design and execution schedule. (DOE O 413.3B)	
672.	Test		An element of verification for the determination of the capability of an item to meet specified requirements by subjecting the item to a set of physical, chemical, environmental, or operating conditions. (ASME NQA-1-2008 with the NQA-1a-2009 addenda)	
673.	Threat		Risk with negative consequences. (DOE G 413.3-7A / DOE G 413.3-21)	
674.	Three-Point Estimating		An estimation technique that uses the weighted average of three cost or duration estimates (“optimistic,” “pessimistic,” and “most likely”) to identify an estimate that is representative of the three scenarios. This technique is applied to improve the accuracy of estimates, especially when the underlying costs or activity durations are uncertain. (PMCDP Glossary)	
675.	Time and Material Contract		A contract in which the buyer (government) agrees to pay the seller (contractor) for all time and materials needed to perform the work. This contract is less attractive to the buyer as the buyer generally bears the most risk in cost overruns. (PMCDP Glossary)	
676.	To Complete Performance Index	TCPI	To complete performance index indicates the efficiency required for the work remaining to equal the BAC or EAC (depending on formula used), based on efficiencies to date. $TCPI_{EAC} = BCWR / (EAC - ACWP)$. The ratio may be also calculated with the BAC in the denominator indicating the efficiency required for the work remaining to complete within the BAC. $TCPI_{BAC} = BCWR / (BAC - ACWP)$. See Figure 3-3. (Source: DOE Guide 413.3-10A)	
677.	Total Allocated Budget	TAB	The sum of all budgets allocated to the contract for the project. The TAB is equal to the Contract Budget Base (Performance Measurement Baseline plus Management Reserve) unless an over target baseline (OTB) has been implemented. After an OTB, the revised $TAB = CBB +$ overrun. See Figures 3-4A–4E and 3-14. (APM)	
678.	Total Budget Need	TBN	Amount required to complete a contract that is part of the performance baseline. TBN should equal contract price; however, it may not because the total budget needed may be higher than the funds provided by the contract, i.e., when there is an OTB or cost cap. (APM)	
679.	Total Cost Management		Effective application of professional and technical expertise to plan and control resources, costs,	

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#	Term	Acronym	Definition(s)	Notes / Comments
			profitability, and risks; a systematic approach to managing cost throughout the <i>life cycle</i> of any enterprise, program, facility, project, product, or service through the application of cost engineering and cost management principles, proven methodologies, and the latest technology in support of the management process. It can also be considered the sum of the practices and processes that an enterprise uses to manage the total life-cycle cost investment in its portfolio of strategic assets. (DOE G 413.3-21)	
680.	Total Estimated Cost	TEC	All engineering design <i>costs</i> (after conceptual design), facility construction costs and other costs specifically related to those construction efforts. TEC will include, but is not limited to: project, design and construction management; contract modifications (to include equitable adjustments) resulting in changes to these costs; design; construction; <i>contingency</i> ; contractor support directly related to design and construction; and equipment rental and refurbishment. (DOE O 413.3B)	
681.	Total Float		The sum of all time that an individual activity can be delayed from its earliest start date without affecting the finish date of the project. Calculated using the <i>CPM</i> in determining the difference between the <i>EF</i> and <i>LF</i> dates. (PMCDP Glossary and PMBOK®)	
682.	Total Project Cost	TPC	All <i>costs</i> between <i>CD-0</i> and <i>CD-4</i> specific to a <i>project</i> incurred through the startup of a <i>facility</i> , but prior to the operation of the facility. Applicable costs to achieve <i>CD-0</i> may also be included. Thus, TPC includes the total estimated cost and fee for all contracts included in the project and may include Government prime contracts for external independent review, technical support services, and other prime Government contracts for components of the projects. TPC is the summation of <i>TEC</i> plus <i>OPC</i> , as well as the summation of the <i>PMB</i> + <i>MR</i> + contingency + profit/fee + other DOE costs. (DOE O 413.3B and DOE G 413.3-20) See Figure 3-6 and for the contracting officer see Figure 3-13.	Figure 3-13 is from AG 43.3.
683.	Total Quality Management	TQM	A management methodology for continuous improvement in the quality of products and processes. Total Quality Management is based on the principle that the quality of products and processes is the responsibility of everyone involved with the creation or consumption of the products or services offered by an organization, and requires involvement of management, the organization's workforce and suppliers to meet or exceed customer expectations. (PMCDP Glossary)	

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#	Term	Acronym	Definition(s)	Notes / Comments
684.	Training		Instruction designed to develop or improve job performance. [DOE O 5480.20A]	
685.	Trending (Trend) Analysis		Systematic tracking of performance against established or planned objectives. (DOE G 413.3-21)	
686.	Triangle Distribution		Subjective distribution of a population for which there is limited sample data. It is based on knowledge of the minimum and maximum and an inspired guess as to what the modal value might be. It is also used as an alternative to the Beta distribution in PERT, CPM, and similar forms of project management tools. (DOE G 413.3-7A / DOE G 413.3-21)	
687.	Trigger Date		The date for which a <i>trigger metric</i> is forecasted to be realized. (G 413.3-7A)	
688.	Trigger Metric		Event, occurrence or sequence of events that indicates the risk may be about to occur, or the pre-step for the risk indicating that the risk will be initiated. (G 413.3-7A)	
689.	Triple Constraint		The triple constraint represents the relationship among the three main factors that limit a project team's options to deliver a project. These three constraints are time (schedule), cost (budget) and technical (scope). These factors are closely intertwined as one component cannot be altered without impacting one (or both) of the others. Therefore, altering one will often require that compensations are made with one of the other factors, resulting in a "trade off." For example, a request from the client to deliver the project sooner may require additional costs in order to fund the additional resources and labor needed to complete the project faster. If additional financing and resources are not available, a portion of project's technical requirements may need to be eliminated in order to meet the new deadline. (PMCDP Glossary)	
690.	Type I Estimate Review		This approach is not normally accomplished as an ICR/ICE, nor does it fulfill the requirements as specified in DOE O 413.3B, since it only consists of an assessment of the documentation available to support the estimate. It is merely an inventory of existing documents to determine that the required support documentation exists and to identify any missing data. This type of review can be beneficial for a project team facing an upcoming EIR or ICE, to ensure readiness to proceed with those activities. (DOE G 413.3-21)(AKA: Documentation Review)	
691.	Type II Estimate Review		This approach equates to the DOE O 413.3B ICR. For this review the ICR team reviews all available project documentation, receives briefings from the project team, holds discussions with the project team,	

#	Term	Acronym	Definition(s)	Notes / Comments
			completes sufficient analysis to assess the reasonableness of the project assumptions supporting the cost and schedule estimates, ascertains the validity of those assumptions, assesses the rationale for the methodology used, and checks the completeness of the estimate, including appropriate allowances for risks and uncertainties. The result is a report that details the findings and recommendations. (DOE G 413.3-21) (AKA Reasonableness Review)	
692.	Type III Estimate Review		This approach, in addition to incorporating all of the activities needed for a Reasonableness Review, uses parametric techniques, factors, etc., to analyze project costs and schedules, and is usually accomplished at a summary WBS level. The parametric techniques (including CERs and factors) should be based on accepted historical cost/schedule analyses. At a minimum, these tools should be based on historic estimates from which models have been derived, and, where possible, from actual completed projects. An estimate with a minimum of 75 percent of the TPC based on parametric techniques is classified as a parametric estimate. (DOE G 413.3-21) (AKA Parametric Estimating Approach)	
693.	Type IV Estimate Review		This estimate also begins with the activities needed for a Reasonableness Review, but it also requires the ICE team to identify the key cost drivers. A “cost driver” is a major estimate element whose sensitivity significantly impacts TPC. Detailed, independent estimates should be developed for these cost drivers. Such estimates should include vendor quotes for major equipment, and detailed estimates of other materials, labor, and subcontracts. For the balance of the project costs, the project team’s estimate may be used (if deemed reasonable), or, if appropriate, parametric techniques may be used for certain portions of the project costs. An estimate which provides a detailed cost for all cost drivers is classified as a Sampling Estimate. (DOE 413.3-21)(AKA Sampling Approach Estimate)	
694.	Type V Estimate Review		This is the most detailed and extensive ICE effort. It begins with the activities needed for a Reasonableness Review. In addition, this approach requires a detailed bottom-up independent estimate for both cost and schedule. This will require quantity take-offs/development, vendor quotations, productivity analysis, use of historical information, and any other means available to do a thorough and complete estimate of at least 75 percent of the project’s cost. It	

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#	Term	Acronym	Definition(s)	Notes / Comments
			may not be possible to do a completely independent estimate on some portions of the project estimate, and for those portions – which should not exceed 25 percent of the total estimate – the project estimate may be used if it has passed the test of reasonableness. In all cases, the total cost (TEC and TPC) should be developed. (DOE G 413.3-21) (AKA: Bottom-up Estimating Approach.)	
			U	
695.	Uncertainty		A term used to describe the inherent unknowns and inaccuracies related to costs and schedule estimates, as differentiated from risks. (DOE G 413.3-7A)	
696.	Uncertainty Analysis		Considers all activities associated with one cost estimate and their associated risks. An uncertainty analysis may also be considered part of a risk analysis or risk assessment. (DOE G 413.3-21)	
697.	Undistributed budget	UB	A temporary holding account for authorized scope of work and its budget that has not been assigned to a control account or summary level planning package. This is a part of the PMB and is contractor controlled. (modified from DOE G 413.3-20 and DOE G 413.3-21)	
698.	Unidentified (Unknown) Risks		<p>1. Risks that were not anticipated or foreseen by the IPT or by DOE-HQ staff members. Unidentified risks might originally be unanticipated because the probability of the event is so small that its occurrence is virtually unimaginable. Alternatively, an unidentified risk might be one that falls into an unanticipated or uncontrolled risk event category. These risks are also categorized as —unknown-unknown risks. (DOE G 413.3-7A / (G DOE 413.3-21)</p> <p>2. Unknown (positive or negative) risks are any unidentified risks. Since unknown risks have yet to be identified, they are not possible to prevent and to consequently manage. (PMCDP Glossary)</p>	
699.	User Acceptance Process		A process in which the customer/client tests whether the requirements of the contract are being met. This usually involves running a suite of tests – or cases – on a completed system, and the tests are performed by the customer prior to the customer accepting delivery or accepting ownership of the product, etc. AKA: Acceptance Testing Process. (PMCDP Glossary)	
			V	
700.	Validation		<p>1. The process of evaluating project planning, development, baselines, and proposed funding before including a new project or system acquisition in the DOE program budget. (APM)</p> <p>2. The process of: (a) evaluating a system or</p>	

#	Term	Acronym	Definition(s)	Notes / Comments
			component during, or at the end of the development process to determine whether it satisfies specified requirements; or, (b) providing evidence that the software, and its associated products, satisfies system requirements allocated to software at the end of each life-cycle activity, solves the right problem (e.g., correctly models physical laws, implements business rules, uses the proper system assumptions), and satisfies the intended use and user needs. (IEEE Standard 1012-2004)	
701.	Value Engineering	VE	1. Value engineering means an analysis of the functions of a program, project, system, product, item of equipment, building, facility, service, or supply of an executive agency, performed by qualified agency or contractor personnel, directed at improving performance, reliability, quality, safety, and life-cycle costs (section 36 of the Office of Federal Procurement Policy Act, 41 U.S.C. 401, et seq.). (FAR 2.101) 2. A structured technique commonly used in project management to optimize the overall value of the project. Often, creative strategies will be employed in an attempt to achieve the lowest life-cycle cost available for the project. The VE effort is a planned, detailed review/evaluation of a project to identify alternative approaches to providing the needed assets. (O 413.3B)	
702.	Value Management	VM	An organized effort directed at analyzing the functions of systems, equipment, facilities, services and supplies for achieving the essential functions at the lowest life-cycle cost that is consistent with required performance, quality, reliability and safety. VM encompasses VE. (DOE O 413.3B)	
703.	Value Measuring Methodology		A tool that allows planners to identify and balance tangible and intangible values when making purchasing and investment decisions, as well as monitor benefits. (PMCDP Glossary)	
704.	Value Study		An intensive review of requirements and the development of alternatives by the use of appropriate value techniques utilizing aspects of engineering, requirements analysis, the behavioral sciences, creativity, economic analysis and the scientific method. (DOE O 413.3B)	
705.	Variable (dependent and independent)		A variable is a value that may change within the scope of a given problem or set of operations. The dependent variable generally represents the output or effect of a statistical test or test. Independent variables represent the inputs or causes. (PMCDP Glossary)	
706.	Variable Cost		In cost-volume-profit analysis, costs of each unit that	

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#	Term	Acronym	Definition(s)	Notes / Comments
			remain constant no matter how many units are made in the relevant range of production. Total variable cost increases as the total number of units produced increases.(FAI Glossary)	
707.	Variance		A measurable change from a known standard or baseline. It is the difference between what is expected and what is actually accomplished. A variance is a deviation or departure from the approved scope, cost or schedule performance. Variances must be tracked and reported. They should not be eliminated, but mitigated through corrective actions. Baseline changes, if needed, are submitted for changes in technical scope, funding or directed changes. (APM)	
708.	Variance at Completion	VAC	The difference between the budget at completion and the estimate at completion is $VAC = BAC - EAC$. (Source: DOE Guide 413.3-10A DOE EVM Gold Card). It may be calculated at any level from the control account up to the total contract. It represents the amount of expected overrun (negative VAC) or underrun (positive VAC). (Source: DOE EVMIG, Oct 2006) (DOE G 413.3-10A)	
709.	Verification		The process of: (a) evaluating a system or component to determine whether the products of a given development phase satisfy the conditions imposed at the start of that phase; or, (b) providing objective evidence that the software and its associated products conforms to requirements (e.g., for correctness, completeness, consistency, accuracy) for all life-cycle activities during each life-cycle process (acquisition, supply, development, operation, and maintenance); satisfies standards, practices, and conventions during life-cycle processes; and, successfully completes each life-cycle activity and satisfies all the criteria for initiating succeeding life-cycle activities (e.g., building the software correctly). (IEEE Standard 1012-2004) (DOE O 414.1D)	
			W	
710.	Work		A defined task or duty such as design, building, construction, maintenance, manufacture of equipment or components. (various sources combined)	
711.	Work Breakdown Structure	WBS	Used by the project management team to organize and define a project into manageable objectives and create a blueprint by which the steps leading to the completion of a project are obtained. It is a product-oriented family tree composed of hardware, software, services, data and facilities and other project-unique tasks which serves as an outline of the project that becomes more detailed under the subheadings or work	

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#	Term	Acronym	Definition(s)	Notes / Comments
			packages. (modified from DOE O 413.3B)	
712.	Work Breakdown Structure Dictionary		A two-part document containing: 1) a listing of all WBS elements, and 2) the defined scope of each element. Work that is included, as well as closely related work that is excluded is normally contained in the definition of each WBS element. With EVM the dictionary may be extended to the Control Account Level or one level above. (modified from DOE G 413.3-20)	
713.	Work Package	WP	A work package contains a task or set of tasks performed within a control account, and is the point at which work is planned, progress is measured, and earned value is computed. (ANSI/EIA 748-C)	
714.	Work-in-Process	WIP	Material that has been released to manufacturing, engineering, design or other services under the contract and includes undelivered manufactured parts, assemblies, and products, either complete or incomplete. (FAR 45.501)	
			X, Y, Z	
715.	Year		A period of time lasting 12 months, from January 1 to December 31 (calendar year) or from October 1 to September 30 (US Government <i>fiscal year</i>).	

3. SUPPORTING INFORMATION

This section contains supporting information to aid explanation of terms.

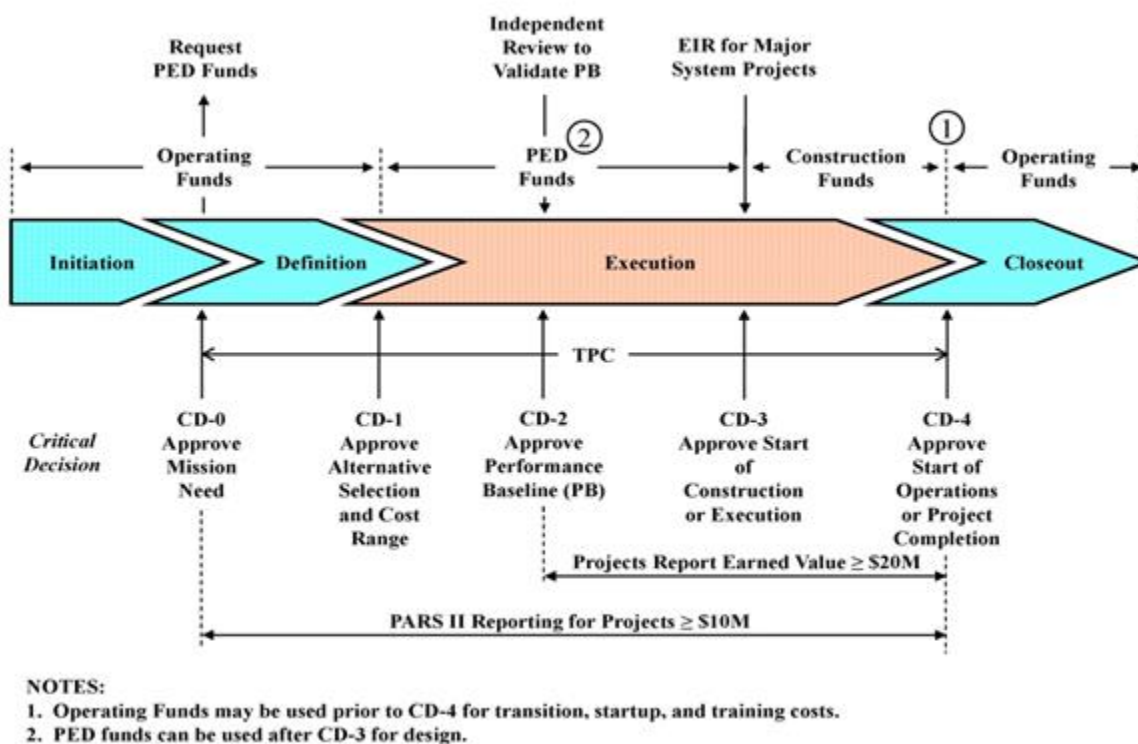


Figure 3-1. Typical DOE Acquisition Management System for Line Item Capital Asset Projects

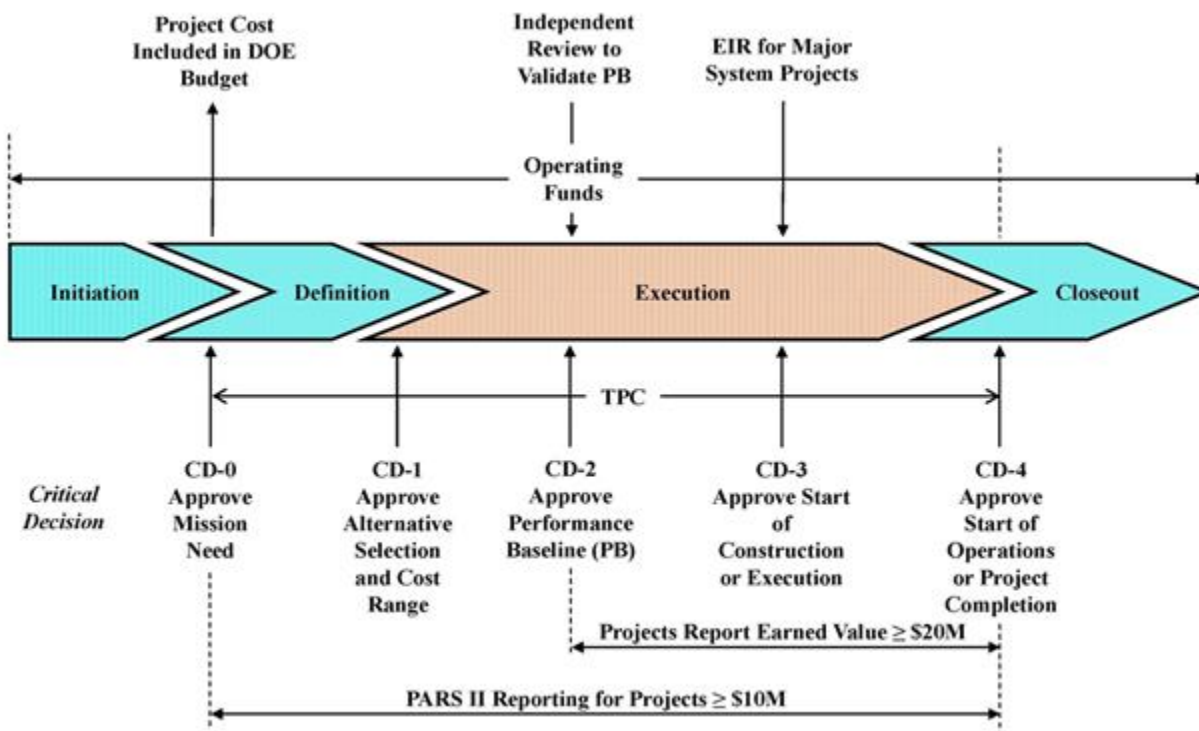
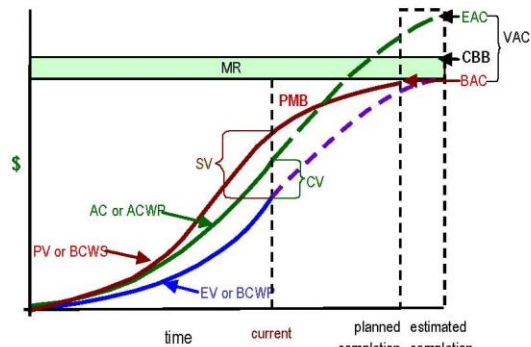


Figure 3-2. Typical DOE Acquisition Management System for Other Capital Asset Projects (i.e., Major Items of Equipment and Operating Expense Projects)

DOE G 413.3-10A
3-13-12

APPENDIX B
B-1 (and B-2)

APPENDIX B—DOE EVMS GOLD CARD



PERFORMANCE BASELINE COMPONENTS

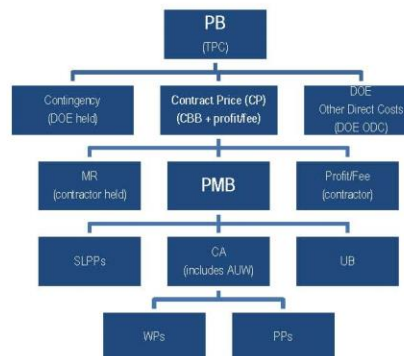
(Performance Baseline must clearly document scope/KPPs, TPC and CD-4 date)

AUW = Authorized Unpriced Work (contractually approved, but not yet negotiated)
CA = Control Account (includes AUW) = WPs + PPs
CBB = Contract Budget Base = PMB + MR
CP = Contract Price = CBB + profit/fee
MR = Management Reserve is held by contractor (Contingency is held by DOE)
PB = Performance Baseline (TPC) = CP + Contingency + DOE ODC
PMB = Performance Measurement Baseline = CAs + UB + SLPPs
PP = Planning Package (far-term activities within a CA)
SLPP = Summary Level Planning Package
UB = Undistributed Budget (activities not yet distributed to CA)
WP = Work Package (near-term, detail-planned activities within a CA)

EVMS BASIC COMPONENTS*

AC = Actual Cost = ACWP = Actual Cost of Work Performed
EV = Earned Value = BCWP = Budgeted Cost of Work Performed
PV = Planned Value = BCWS = Budgeted Cost of Work Scheduled
BAC = Budget at Completion = Σ BCWS = Sum of Budgeted Cost of Work Scheduled

* For analysis purposes, AC, EV and PV calculations may be based on various time periods, e.g., monthly, cumulative, last 3 months from CD-2 or BCP or internal replan.



VARIANCES*

CV = EV - AC = BCWP - ACWP = Cost Variance
SV = EV - PV = BCWP - BCWS = Schedule Variance
CV% = (EV - AC) / EV = (BCWP - ACWP) / BCWP = Cost Variance (%)
SV% = (EV - PV) / PV = (BCWP - BCWS) / BCWS = Schedule Variance (%)
VAC = BAC - EAC = Variance at Completion

OVERALL STATUS

% scheduled = PV_{cum} / BAC = BCWS_{cum} / BAC
% complete = EV_{cum} / BAC = BCWP_{cum} / BAC
% budget spent = AC_{cum} / BAC = ACWP_{cum} / BAC
Work Remaining (WR) = BAC - EV_{cum} = BAC - BCWP_{cum}

PERFORMANCE INDICES*

CPI = EV / AC = BCWP / ACWP = Cost Performance Index
SPI = EV / PV = BCWP / BCWS = Schedule Performance Index
TCPI_{BAC} = WR / (BAC - ACWP_{cum}) = BAC-based To Complete Performance Index
TCPI_{EAC} = WR / (EAC - ACWP_{cum}) = EAC-based To Complete Performance Index

COMPLETION ESTIMATES

EAC = BAC / CPI_{cum} = Estimate at Completion (general)
EAC_{CPI} = AC_{cum} + WR / CPI_{cum} = Estimate at Completion (CPI)
EAC_{composite} = AC_{cum} + WR / (CPI_{cum} · SPI_{cum}) = Estimate at Completion (composite)
ETC = EAC - AC_{cum} = Estimated to Complete

Figure 3-3. DOE EVMS Gold Card from G413.3-10A

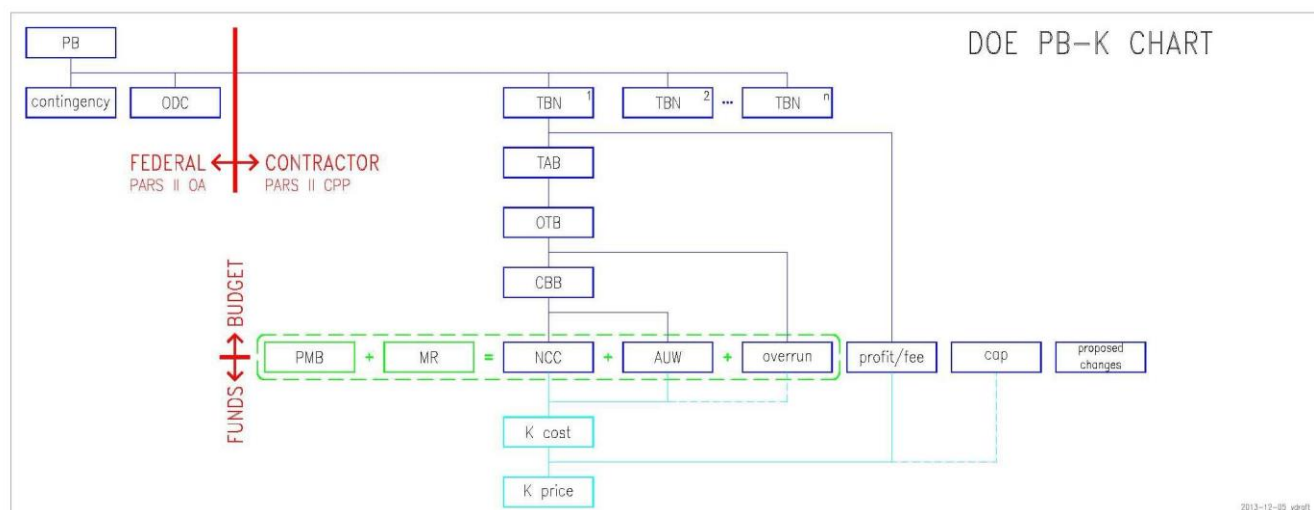


Figure 3-4A. DOE PB-K Chart (overview)

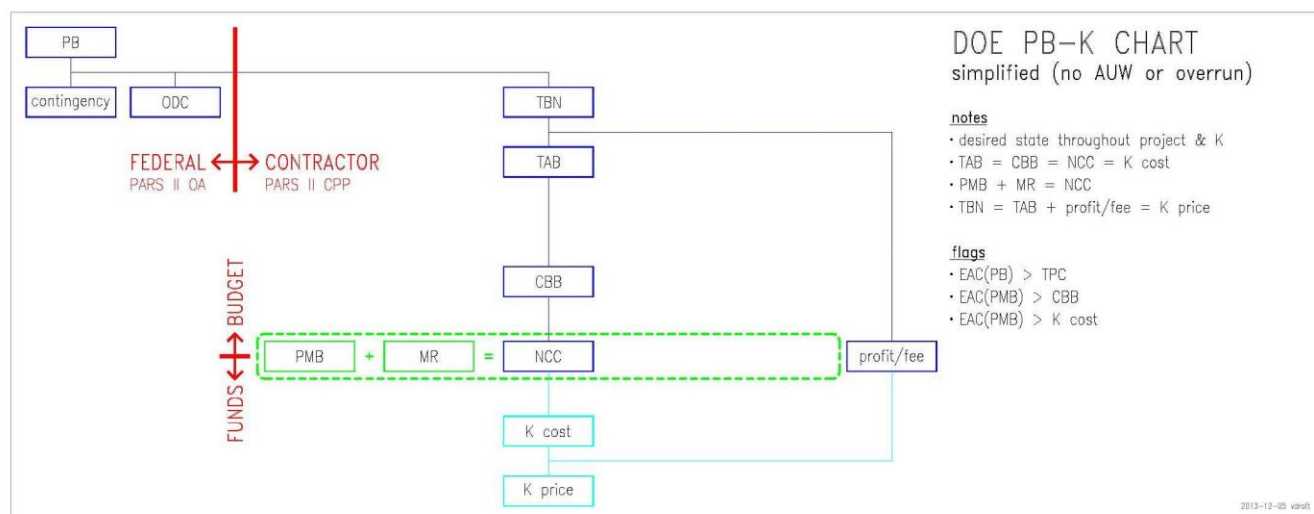
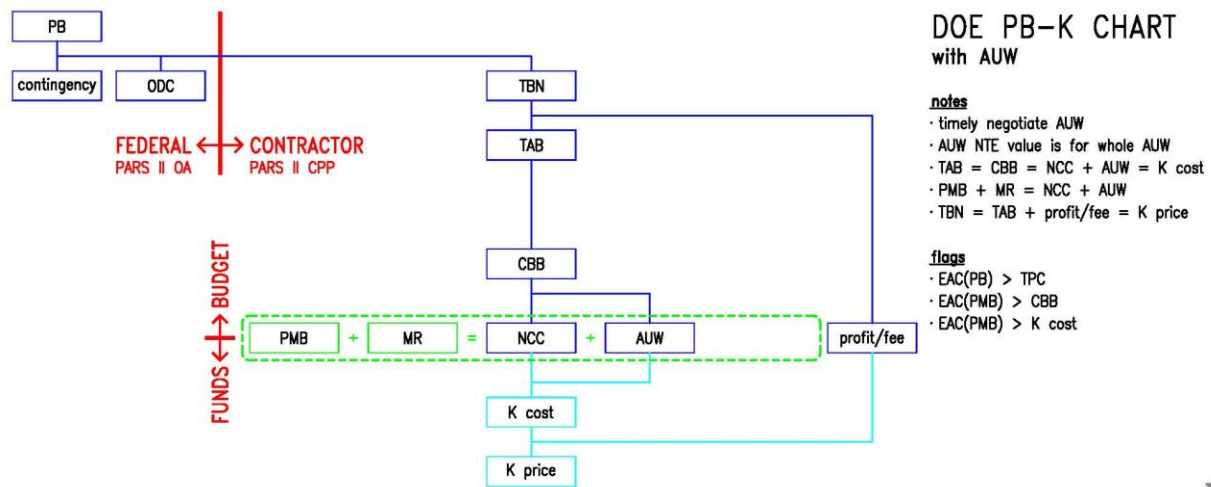


Figure 3-4B. DOE PB-K Chart (simplified)



2014-03-01 BK draft

Figure 3-4C. DOE PB-K Chart (with AUW)

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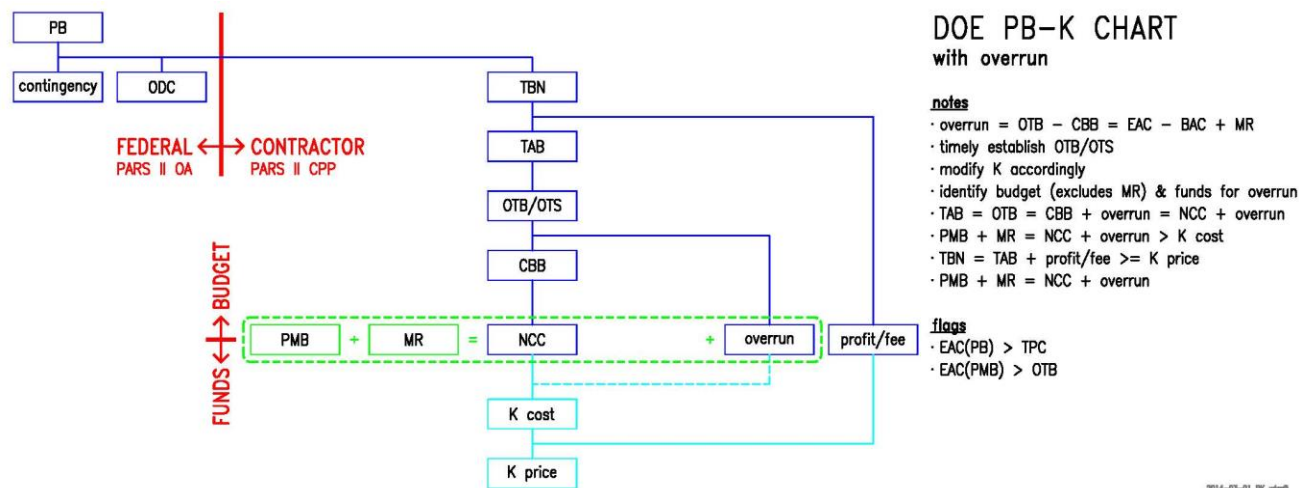
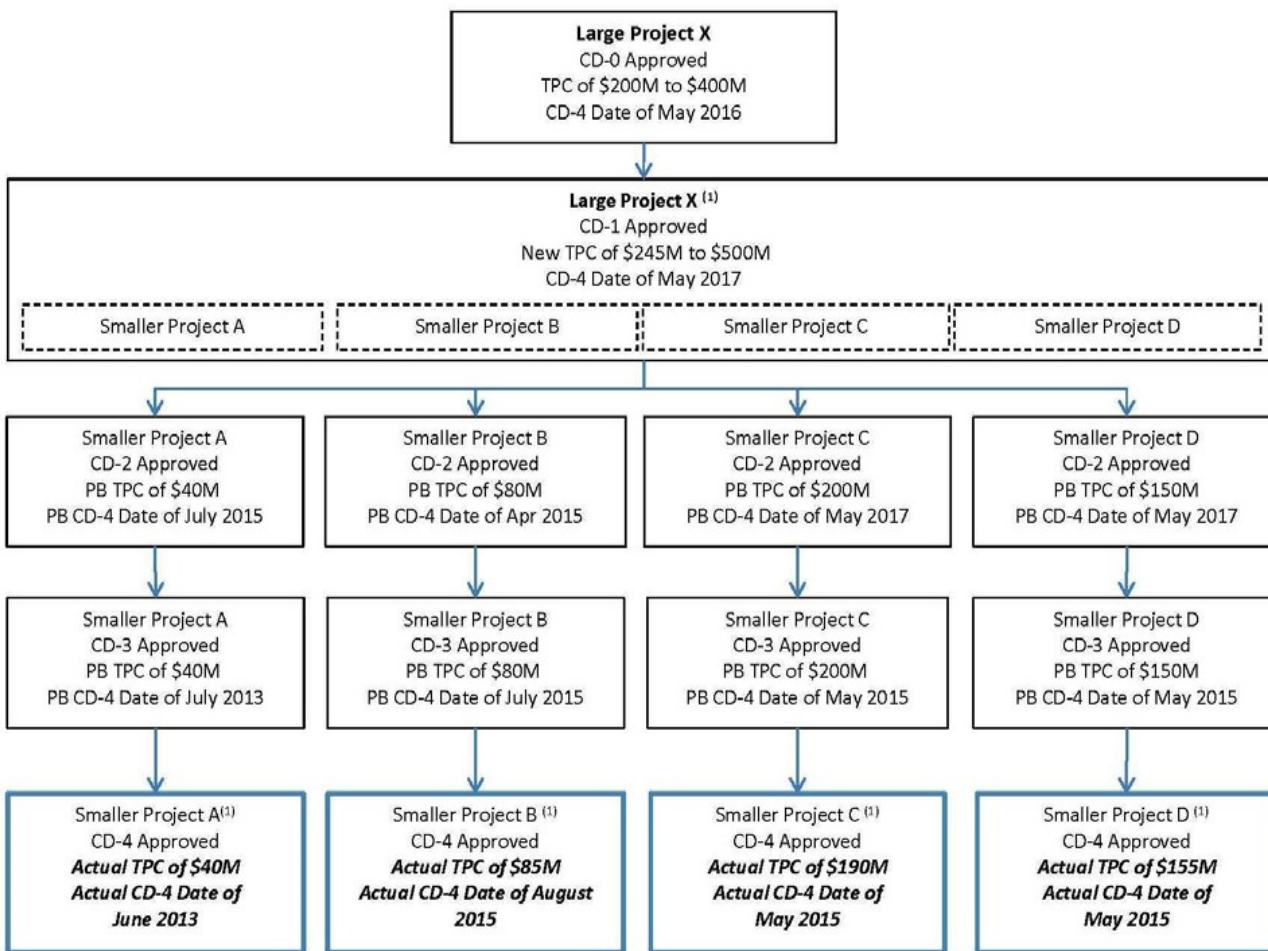


Figure 3-4D. DOE PB-K Chart (with overrun)

acronyms

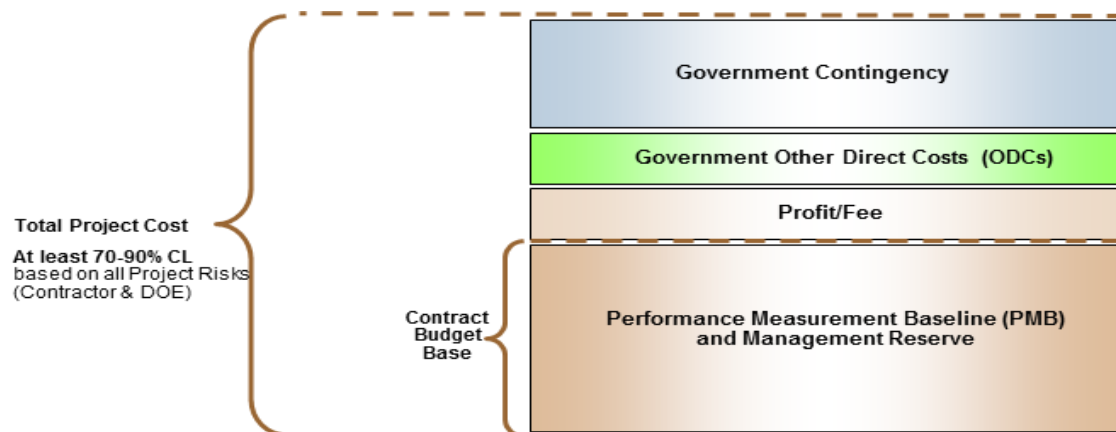
AC	actual cost	OA	oversight & assessment
AUW	authorized unpriced work	ODC	other direct costs
BAC	budget at completion	OTB	over target baseline
CA	control account	OTS	over target schedule
CBB	contract budget base	PARS II	project assessment & reporting system
CD	critical decision	PB	performance baseline (scope, TPC, CD-4)
CFSR	contract funds status report	PMB	performance measurement baseline
CPP	contractor project performance	PV	planned value
CV	cost variance	SLPP	summary level planning package
DOE	U.S. Department of Energy	SV	schedule variance
EAC	estimate at completion	TAB	total allocated budget
EV	earned value	TBN	total budget need
K	contract (or M&O work authorization)	TPC	total project cost
M	million	UB	undistributed budget
MR	management reserve	VAC	variance at completion
NCC	negotiated contract cost		
NTE	not to exceed		

Figure 3-4E. DOE PB-K Chart (acronyms)



(1) Projects notated will be those tallied for project success metric.

Figure 3-5. Phasing of a Large Project, (Fig. 4, DOE O 413.3B, p. C-35)



Clarification Note: Contract Price = Contract Budget Base (CBB) + Profit/Fee (See Figure 3-7)

Figure 3-6. Total Project Cost Composition. Note: CL = Recommended Confidence Level

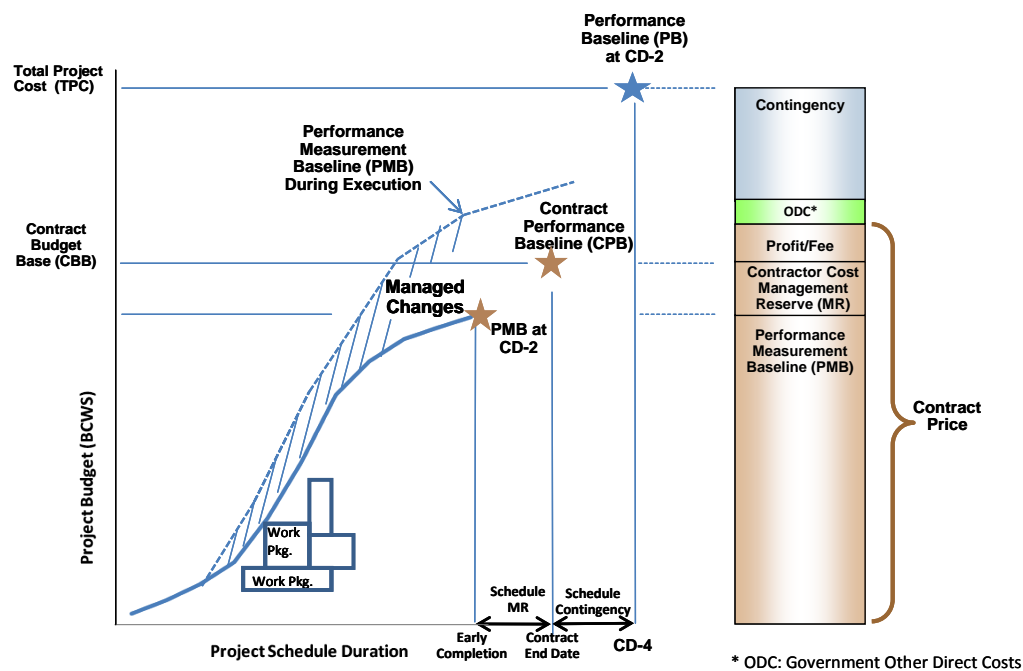


Figure 3-7. DOE and Contractor Budget Baseline.

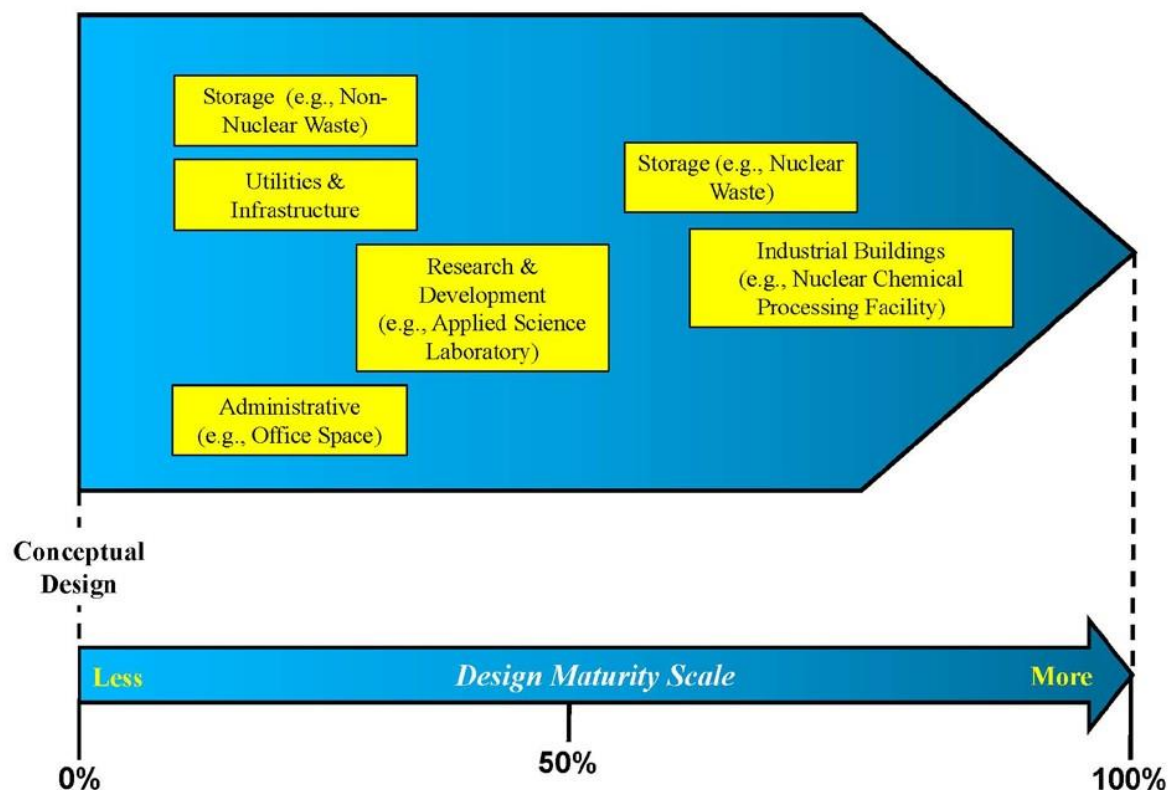


Figure 3-8. Design Maturity at CD-2 (Fig. 3 from O 413.3B, p. C-6)

$$EV = \sum P_{Ri} \times CI_{Ri} \text{ (or } SI_{Ri})$$

Where: EV = Expected Value of cost impact (or duration impact) of all risks

P_{Ri} = Probability distribution function of a risk occurring

CI_{Ri} = Cost Impact distribution function of a risk occurrence

SI_{Ri} = Schedule Impact distribution function of a risk occurrence.

[**Note:** \sum is not the summation of individual expected values for each risk, but represents a stochastic process (e.g., Monte Carlo simulation) using the collective probabilities and cost/schedule impacts for all identified risk events.]

Figure 3-9. Expected Value Calculation (From Guide 413.3-21)

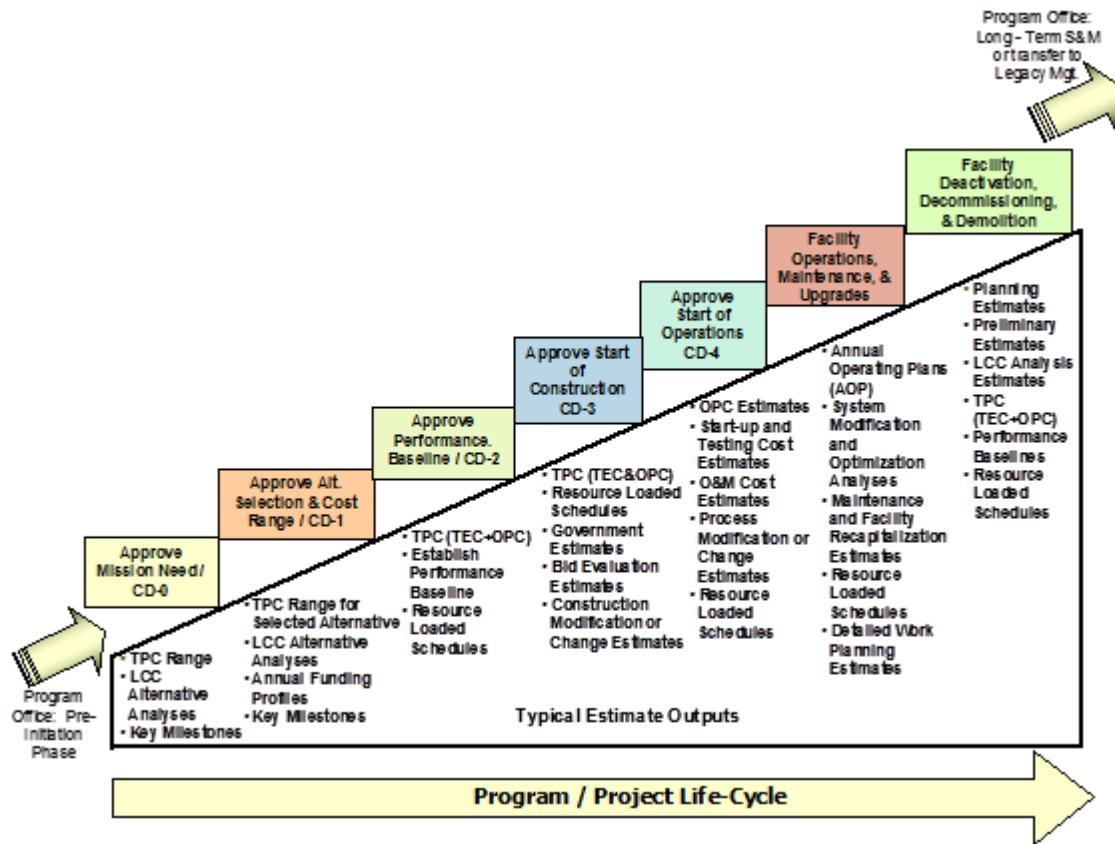


Figure 3-10. Facility/System Estimate Outputs as Compared to Life-Cycle Major Milestone

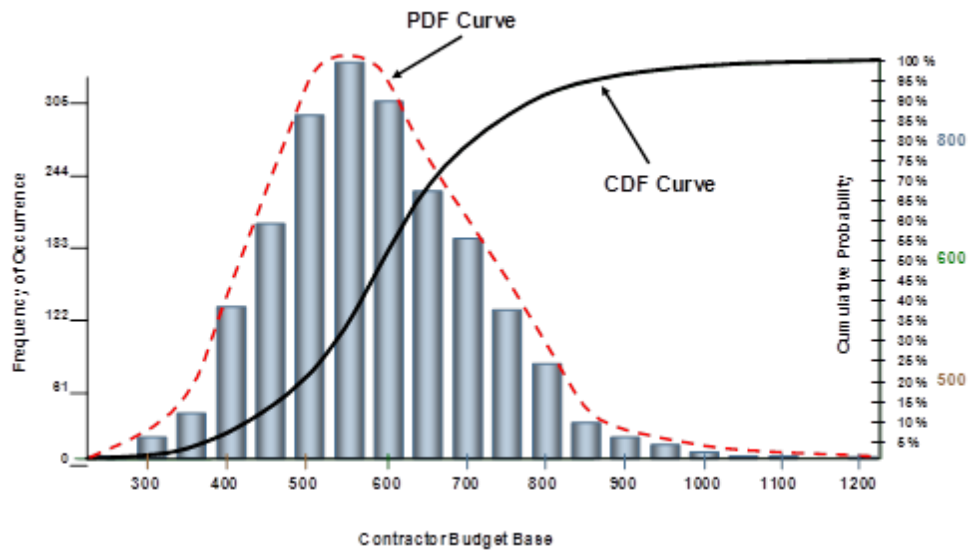


Figure 3-11. Sample PDF and CDF Curves

Probabilistic Projection of Cost using Monte Carlo Analyses

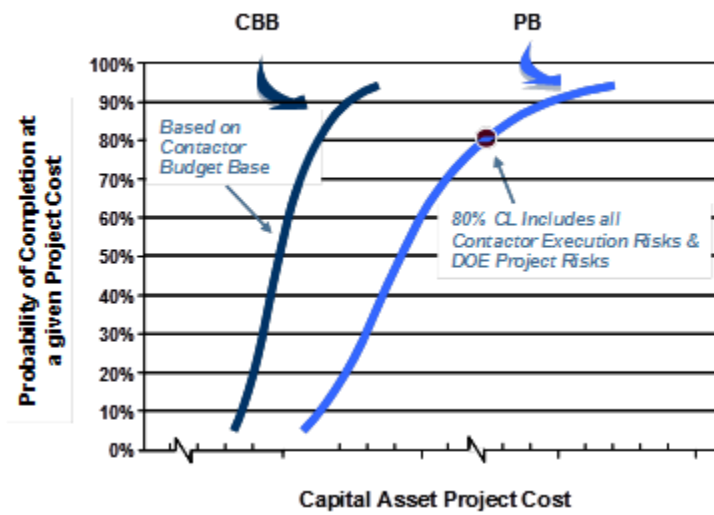


Figure 3-12. S-Curves of Contractor CBB and DOE Performance Baseline

Total Project Cost / Total Project Baseline

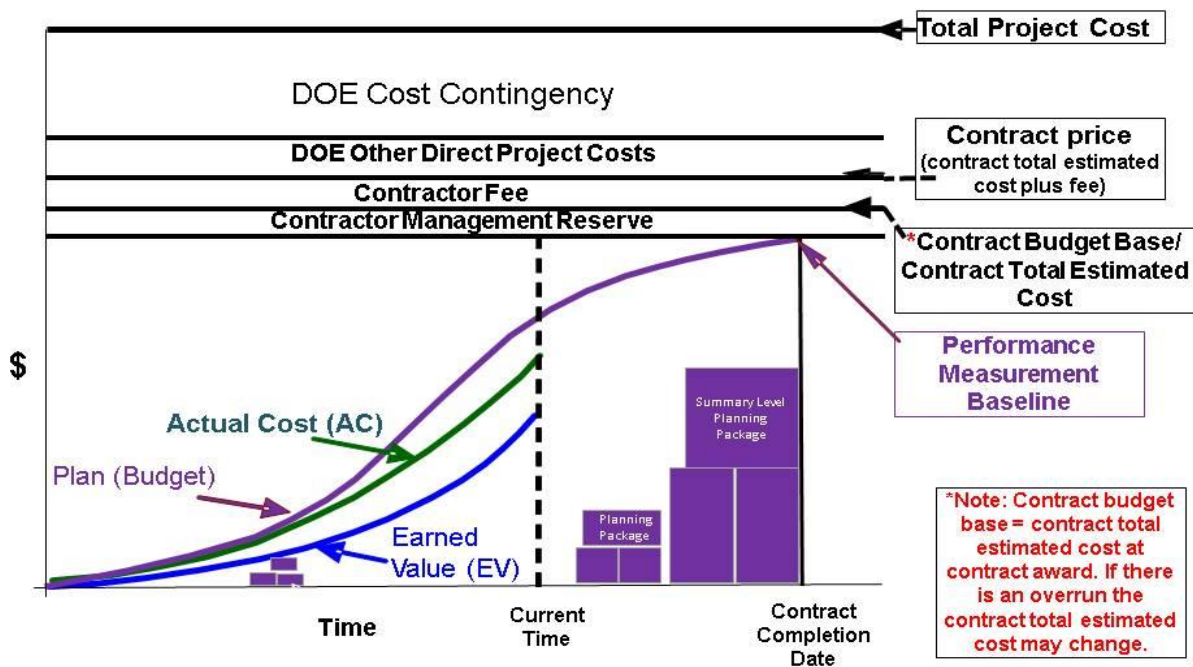


Figure 1. Total Project Cost / Total Project Baseline

Figure 3-13. Total Project Cost / Total Project Baseline (Source AG 43.3)

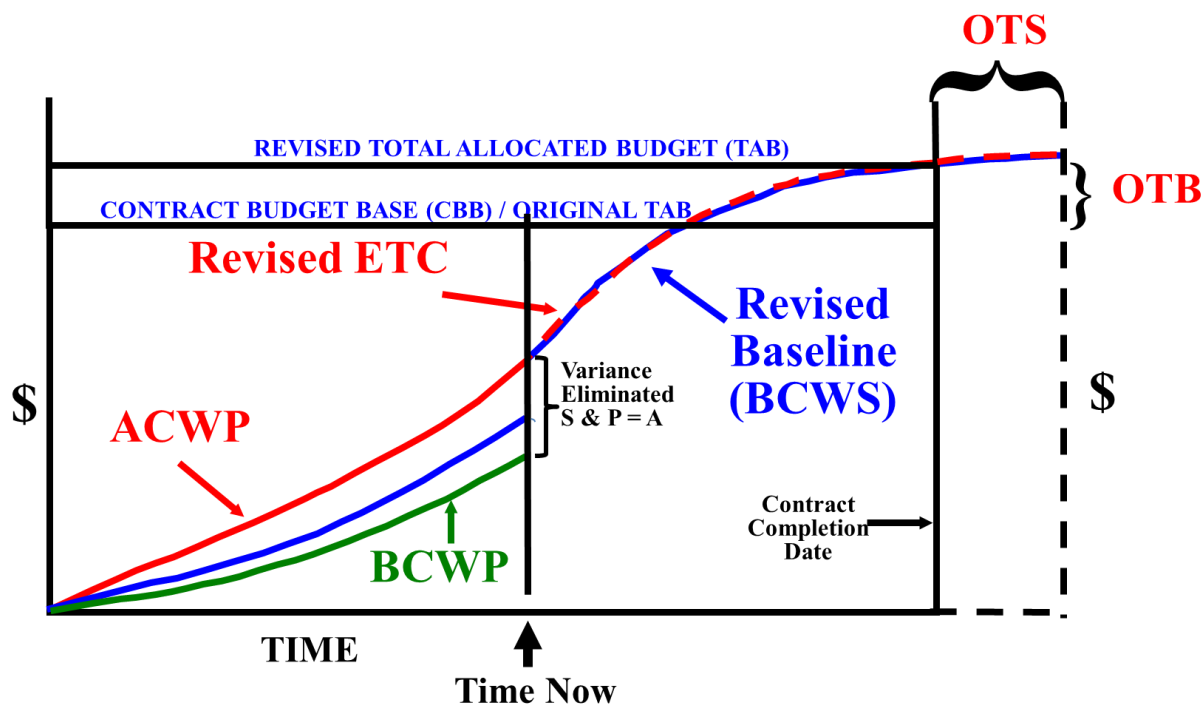


Figure 3-14 Over Target Baseline (OTB) / Over Target Schedule (OTS)(Source DoD, OUSD AT&L)

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ACRONYM LIST

Acronym	Term
A	
AACEI	Association for the Advancement of Cost Engineering International
ABC	Activity-based Costing
AC	Actual Cost
ACWP	Actual Cost of Work Performed
AE	Acquisition Executive
A-E or A/E	Architect/Engineer
AG	Acquisition Guide (DOE Acquisition Guide)
AMS	Acquisition Management System
ANSI	American National Standards Institute
AP	Acquisition Plan
APM	DOE Office of Acquisition and Project Management
AS	Acquisition Strategy
ASTM	American Society for Testing and Materials
AUW	Authorized Un-priced Work
B	
BA	Budget Authority
BAC	Budget at Completion
BAR	Baseline Adjustments Request
BAT	Best Available Technology
BCP	Baseline Change Proposal
BCR	Budget Change Request
BCR	Business Clearance Review
BCWP	Budgeted Cost for Work Performed (Earned Value – EV)
BCWR	Budgeted Cost for Work Remaining (Work Remaining – WR)
BCWS	Budgeted Cost for Work Scheduled (Planned Value – PV)
BOD	Beneficial Occupancy (Date)
BOE	Basis of Estimate
C	
CA	Control Account
CAM	Control Account Manager
CAP	Control Account Plan
CAP	Corrective Action Plan
CAR	Corrective Action Request
CBB	Contract Budget Base
CCB	Change Control Board
CCCB	Contractor Change Control Board
CCL	Change Control Log
CD	Critical Decision
CD-0	Critical Decision-0, Approve Mission Need
CD-1	Critical Decision-1, Approve Alternative Selection and Cost Range
CD-2	Critical Decision-2, Approve Performance Baseline
CD-3	Critical Decision-3, Approve Start of Construction
CD-3A	Critical Decision-3A, Long-Lead Procurement
CD-4	Critical Decision-4, Approve Start of Operations or Project Completion
CDR	Conceptual Design Report

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Acronym	Term
CDF	Cumulative Distribution Function
CEA	Cost-Effectiveness Analysis (also Cost-Effective Analysis)
CER	Cost Estimating Relationship
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFSR	Contract Funds Status Report
CIO	Continuous Improvement Opportunity
CL	Confidence Level
CLA	Controlled Limited Area
CLIN	Contract Line Item Number
CMP	Contract Management Plan
CO	Contracting Officer
COA	Code of Accounts
COR	Contracting Officer's Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off the Shelf
CP	Critical Path
CPAF	Cost-Plus Award Fee (Contract)
CPB	Contract Performance Baseline
CPD	Continuous Probability Distribution
CPFF	Cost-Plus-Fixed-Fee (Contract)
CPI	Cost Performance Index
CPIF	Cost-Plus-Incentive-Fee (Contract)
CPM (PM)	Contractor Project Manager
CPM	Critical Path Method
CPR	Contractor Performance Report
CPR	Cost Performance Report (Contractor Performance Report is preferred term)
CPS	Critical Path Schedule
CR	Cost-Reimbursement (Contract)
CRD	Contractor Requirements Document
CSO	Cognizant Secretarial Office
CTA	Central Technical Authority
CTE	Critical Technology Element
CV	Cost Variance
CWBS	Contract Work Breakdown Structure
CWIP	Construction Work in Progress
Cx	Commissioning
D	
D&D	Decommissioning and Decontamination
DDDR	Deactivation, Decontamination, Dismantlement & Restoration
DEAR	DOE Acquisition Regulation
DoD	Department of Defense
DSA	Documented Safety Analysis
E	
EAC	Estimate-at-Completion
EF	Early Finish (Time/Date)
EFCOG	Energy Facility Contractors Group
EIA	Electronics Industries Alliance
EIR	External Independent Review
ES	Early Start (Time/Date)

Acronym	Term
ESAAB	Energy Systems Acquisition Advisory Board
ETC	Estimate-to-Complete
EV	Earned Value
EV	Expected Value
EVM	Earned Value Management
EVMS	Earned Value Management System
F	
FAI	Federal Acquisition Institute
FAR	Federal Acquisition Regulation
FCCB	Federal Project Director's Change Control Board
FDO	Fee-Determining Official
F-F	Finish-to-Finish
FFP	Firm Fixed-Price (Contract)
FOB	Free on Board
FPCM	Federal Project Controls Manager
FPD	Federal Project Director
FPRA	Forward Pricing Rate Agreement
FRAM	Functions, Responsibilities and Authorities Manual (NNSA)
F-S	Finish-Start
FSAR	Final Safety Analysis Report
FTEs	Full-Time Equivalents
FY	Fiscal Year
G	
G&A	General and Administrative
GDC	Government Direct Costs
GFE	Government Furnished Equipment
GFM	Government Furnished Material
GFP	Government Furnished Property
GPP	General Plant Project
H	
HAZ CAT	Hazard Category
HCA	Head of Contracting Activity
HEBT	High Energy Beam Transport
HEU	Highly Enriched Uranium
HPSB	High Performance and Sustainable Building
HVAC	Heating, Ventilating, and Air Conditioning
I	
IBR	Integrated Baseline Review
ICA	Independent Cost Assessment
ICE	Independent Cost Estimate
ICR	Independent Cost Review
ID	Indefinite-Delivery (Contract)
IGCE	Independent Government Cost Estimate
IGPP	Institutional General Plant Project
IMP	Integrated Master Plan
IMS	Integrated Master Schedule
IOC	Initial Operating Capability
IPR	Independent Project Review
IPT	Integrated Project Team

APM Glossary Handbook

Acronym	Term
IQ	Indefinite-Quantity (Contract)
ISM	Integrated Safety Management
ISMP	Integrated Safety Management Plan
ISMS	Integrated Safety Management System
ISM SDD	Integrated Safety Management System Description Document
ISO 9000	International Standardization Organization 9000 (Quality Management)
ISO 14001	International Standardization Organization 14001 (Environmental Management)
K	
KPP	Key Performance Parameter
L	
LC	Life Cycle
LCC	Life Cycle Cost
LCCA	Life-Cycle Cost Analysis
LCCE	Life-Cycle Cost Estimate
LEED®	Leadership in Energy and Environmental Design
LF	Late Finish (Time)
LOE	Level-of-Effort
LOI	Line of Inquiry
LPSO	Lead Program Secretarial Office
LS	Late Start (Time)
M	
M&O	Management and Operating
MIE	Major Item of Equipment
MNS	Mission Need Statement
MR	Management Reserve
MS	Major System
MSP	Major System Project
N	
NAR	Non-Advocate Review
NDE	Non-Destructive Examination
NDI	Non-Developmental Item
NDIA	National Defense Industrial Association
NDT	Non-Destructive Testing
NEPA	National Environmental Policy Act
NNSA	National Nuclear Security Administration
Non-M&O	Non-Management and Operating Contract
NPV	Net Present Value
NRC	Nuclear Regulatory Commission
O	
O&S	Operating and Support
OAPM	Office of Acquisition and Project Management
OBS	Organizational Breakdown Structure
ODC	Other Direct Costs
OE	Operating Expense
OECM	Office of Engineering and Project Management (Organization in now under APM)
OMB	Office of Management and Budget
OMB CPG	OMB Capital Programming Guide
OPC	Other Project Cost
ORR	Operational Readiness Review

Acronym	Term
ORR/ ORA	Operational Readiness Review/ Assessment
OTB	Over Target Baseline
OTS	Over Target Schedule
P	
P6	Primavera Project Planner (Schedule) version 6
PARS	Project Assessment and Reporting System
PB	Performance Baseline
PBA	Performance-Based Acquisition
PBC	Performance-Based Contract
PBS	Program Baseline Summary
PD	Preliminary Design
PDF	Probability Distribution Function
PDRI	Project Definition Rating Index
PDS	Project Data Sheet
PDSA	Preliminary Documented Safety Analysis
PED	Project Engineering and Design
PEP	Project Execution Plan
PHA	Preliminary Hazard Analysis
PM	Project Manager
PMB	Performance Measurement Baseline
PMBOK®	Project Management Body of Knowledge
PMI	Project Management Institute
PMIS	Project Management Information System
PMO	Project Management Office
PMP	Project Management Plan
PMSO	Project Management Support Office
POA	Plan-of-Action
PP	Planning Package
PPI	Producer Price Index
PPR	Project Peer Review
PSAR	Preliminary Safety Analysis Report
PSO	Program Secretarial Officer
PV	Planned Value
PV	Present Value
PWBS	Project Work Breakdown Structure
PWR	Pressurized Water Reactor
PWS	Performance Work Statement
PY	Prior Year
Q	
QA	Quality Assurance
QAP	Quality Assurance Plan
QAPP	Quality Assurance Program Plan
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QMP	Quality Management Plan
QPR	Quarterly Project Review
R	
RA	Readiness Assessment
RAM	Responsibility Assignment Matrix

APM Glossary Handbook

Acronym	Term
RAMI	Reliability, Accessibility, Maintainability, Inspectability
RCA	Root Cause Identification / Analysis
RCRA	Resource Conservation and Recovery Act
REA	Request for Equitable Adjustment
RFC	Review for Cause
RFP	Request for Proposal
RLS	Resource-Loaded Schedule
RMP	Risk Management Plan
ROI	Return on Investment
ROM	Rough Order of Magnitude
RPAM	Real Property Asset Management Order, DOE O 430.1B
S	
S&S	Safeguards and Security
SAE	Secretarial Acquisition Executive
SAR	Safety Analysis Report
SBAA	Safety Basis Approval Authority
S/CI	Suspect/Counterfeit Item
SDS	Safety Design Strategy
SER	Safety Evaluation Report
S-F	Start-to-Finish
SFFAS	Statements of Federal Financial Accounting Standards
SLPP	Summary Level Planning Package
SOW	Statement of Work
SME	Subject Matter Expert
SPEC	Specification
SPI	Schedule Performance Index
S-S	Start-to-Start
SSC	Structures, Systems, and Components
SWBS	Subcontract Work Breakdown Structure
SV	Schedule Variance
T	
TAB	Total Allocated Budget
TBN	Total Budget Need
TCPI	To Complete Performance Index
TEC	Total Estimated Cost
TIPR	Technical Independent Project Review
TMP	Technology Maturity (Maturation) Plan
TPC	Total Project Cost
TQM	Total Quality Management
TRA	Technology Readiness Assessment
TRL	Technical Readiness Level
U	
UB	Undistributed budget
V	
VAC	Variance at Completion
VE	Value Engineering
VM	Value Management
W	
WBS	Work Breakdown Structure

Acronym	Term
WIP	Work-in-Process
WP	Work Package